

**Study  
Report  
99-03**

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## **Findings from the Survey on Officer Careers -- 1996**

**Human Resources Research Organization**

**June T. Jones  
U.S. Army Research Institute**



**United States Army Research Institute  
for the Behavioral and Social Sciences**

**August 1999**

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**U.S. Army Research Institute  
for the Behavioral and Social Sciences**

**A Directorate of the U.S. Total Army Personnel Command**

**EDGAR M. JOHNSON  
Director**

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**Study Report 99-03**

**Findings from the Survey on Officer Careers --  
1996**

**Human Resources Research Organization**

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**August 1999**

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and Support Activities**

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## FOREWORD

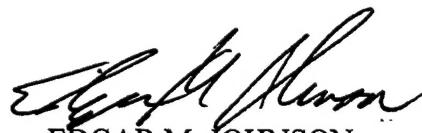
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In 1987, the Vice Chief of Staff of the Army tasked the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) with continuing the officer research initiated by the U.S. Military Academy in the mid-1980's (Project Proteus). In 1988, ARI substantially revised both the Proteus survey and the sampling plan. This marked the beginning of the *Longitudinal Research on Officer Careers (LROC)* survey research program. The *LROC* program called for similar surveys to be mailed to a longitudinal sample of company grade officers (second lieutenant through captain) each year over a number of years. Surveys were administered in 1988, 1989, 1990, and 1992.

In 1995, ARI revised the *LROC* survey and expanded the sampling plan to include a cross-sectional sample of officers at all ranks (second lieutenant through colonel). The revised survey was renamed *Survey on Officer Careers (SOC)* and was first fielded in April of 1996. The Army Personnel Survey Office at ARI conducts the *SOC* biennially. A number of questions in the *SOC* track to the *LROC* survey and will allow a trend analysis linked to 1988 as ARI continues this longitudinal project.

The *SOC* continues to provide data on the values, attitudes, family situations, and career experiences of Army officers who are serving in Army Competitive Category branches. The *SOC* results are being used to test models of work, career, family, and personal factors that potentially influence officers' career decisions. The *SOC* will also provide a rich longitudinal database for examining the Army experience from a long-term perspective.

Findings from the 1996 *SOC* were distributed in four short topical papers over a one-year period. These papers focused on officers' attitudes at the time of the survey and addressed issues of interest to a variety of Army agencies. This report is a compendium of those papers. Trend analyses comparing *LROC* and *SOC* findings will be the subjects of future reports.



EDGAR M. JOHNSON  
Director

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## Introduction

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The U. S. Army Research Institute has been collecting information on officer attitudes on a number of topics and issues of importance to both Army leadership and the officer corps. The effort began with the administration of the *Longitudinal Research on Officer Careers (LROC)* survey from 1988 to 1992 and continues with the *Survey on Officer Careers (SOC)*. The *SOC* was fielded for the first time in 1996 and will be conducted on a biennial basis.

The 1996 *SOC* was mailed to a random sample of officers stratified by rank and source of commission. Minority and female officers were over-sampled to allow the survey results to be compared by both race and gender with a sampling error of  $\pm 5\%$  or less. Over 10,000 officers responded to the 1996 *SOC*. The longitudinal sample comprises approximately 500 officers who responded to at least one of the four versions of the *LROC* project and also responded to the *SOC*.

The *SOC* is a compilation of a large number of the original *LROC* items and a group of new items, some of which have been used in other Army survey instruments (a copy of the 1996 *SOC* is at Appendix A). The *SOC* covers a variety of issues, including leader development, current assignment, Army life, Army life expectations, family matters, and current events. Items found to be useful as composites or scales include: satisfaction with supervision, with peers, with promotions, and with work; tolerance of military demands; civilian vs. Army standard of living; civilian market ease of entry; characteristics of the job; organizational commitment; and retention propensity.

A key goal in analyzing the 1996 *SOC* data was to ensure that findings from the survey were available in a timely fashion to both policy makers and the officer corps. To that end, four short topical papers were published. These papers focused on officers' attitudes at the time of the survey and addressed issues of interest to a variety of Army agencies. Topics included: (1) officers' career expectations by type of branch assignment, (2) officers' attitudes by commissioning source, (3) officers' intentions to remain in the Army, and (4) differences in officers' attitudes toward the Army among racial and gender groups. These short papers, which addressed selected topics from the survey, were published over a one-year period and were disseminated to Army staff and members of the officer corps by request. The purpose of this Study Report is to offer a compendium of those papers in a published report for a wider audience.

Future plans include trend analyses for a number of the items in the survey, survival analyses (how officers who stay in the Army differ from those who leave), and briefings or reports in response to specific requests of Army leaders. Current reports and briefings will be updated with results from the 1998 *SOC* and future *SOC* surveys.

For additional information on the *SOC* program, contact June Taylor Jones, Survey Statistician, Army Personnel Survey Office, 703-617-7807, [jonesj@ari.army.mil](mailto:jonesj@ari.army.mil).

# 1. Career Expectations by Type of Branch Assignment

**Background:** The branches (or career fields) to which Army officers are assigned can be separated into four broad categories—combat arms (CA), combat support (CS), combat service support (CSS), and special branches. Each of the first three categories identifies a group of branches related by their functions on the battlefield.<sup>1</sup>

**Focus:** This section of the report focuses on the perceptions of a subset of more than 5,500 company grade officers (second lieutenant through captain). Most of these officers had been in the Army for 10 years or less and were at a stage of their individual careers where they were still making decisions about their future with the military. Analyses will identify whether there were differences in officer career expectations based on type of branch assignment.

**Findings:** A number of measures were used in analyzing career expectations by type of branch. These measures included the length of time officers would like or *desired* to serve, the length of time they *expected* to serve, their current career intent, and other less direct measures of career expectations, including officers' perceptions of command opportunities, advancement opportunities, and their satisfaction with certain aspects of Army life.

A large majority of company grade officers were not eligible to retire at the time of the survey and may still have been weighing the pros and cons of staying in the Army until retirement. Measures of an officer's competitiveness for promotion and satisfaction with the Army are also good indirect indicators (or moderators) of career expectations and career intent--that is, officers who are satisfied may be more likely to stay.

*Length of Career.* SOC respondents were asked to report both how many years they would have *liked* to have completed by the time they leave the Army and how many years they *expected* to have completed. Figure 1 depicts, by type of branch, the percent of company grade officers who reported 20 years or more to each of these questions.

There are no differences by type of branch assignment in the percentages of company grade officers who would have *liked* to serve at least 20 years (ranging from 75% to 77%) and those who *expected* to serve at least twenty years (ranging from 62% to 63%). However, the majority of these officers, regardless of type of branch, were significantly more likely to indicate that they *expected* to serve fewer years than they would have *liked* to. For example, 77% of company grade CA officers would have *liked* to serve for 20 years or more; however, only 61% *expected* to serve 20 years or more.

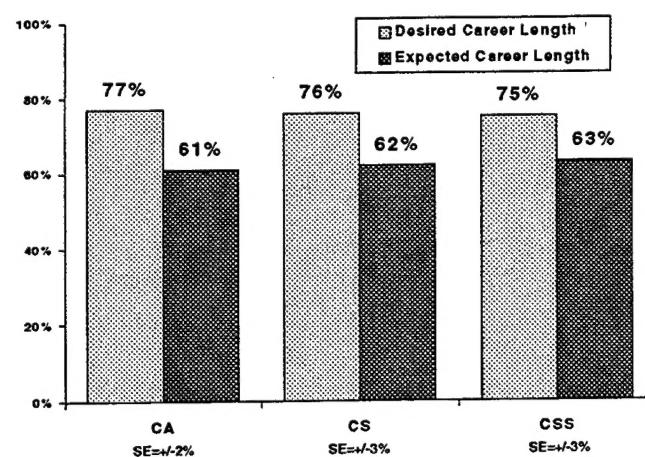


Figure 1. Desired and Expected Career Length

There were no differences among individual branches within CS or CSS. However, there were some variations among

<sup>1</sup> The special branches include officers who are in the medical, dental, religious, or legal fields.

CA branches.<sup>2</sup> Infantry officers were most likely to *desire* (80%) and *expect* (69%) to serve at least until retirement, while Engineer officers were least likely to *desire* (72%) and *expect* (55%) to do so.

**Current Career Intent:** There were two additional items on the SOC that dealt directly with career expectations. The first of these items asked the respondents to rate, at the time they completed the survey, whether they were planning or leaning toward an Army career, were undecided, or were planning or leaning toward a civilian career.

There were no differences by type of branch in reporting career plans. About three out of five officers (ranging from 58% to 60%) reported that they were planning or leaning toward a career in the Army (Figure 2).

There were no significant differences among individual CS or CSS branches. Among the CA branches, Infantry officers (64%) were most likely to report they planned an Army career while Air Defense Artillery officers (52%) were least likely to do so.

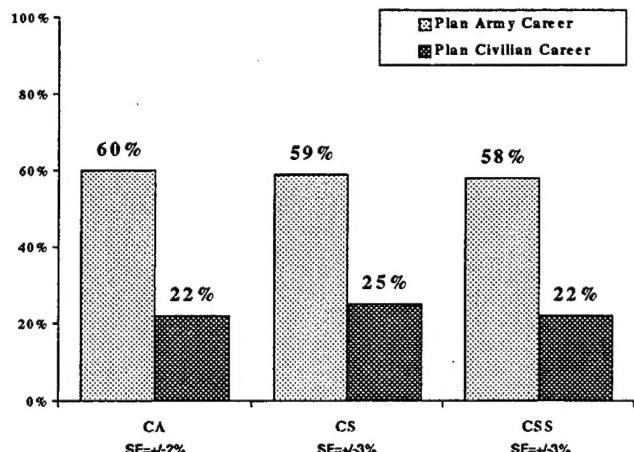


Figure 2. Planning an Army vs. Civilian Career

<sup>2</sup> There are too few respondents from the Special Forces (n=74) and Finance Corps (n=93) to include them in the analyses of individual branches.

The second career intent item (Figure 3) asked respondents to rate their individual career intentions on a scale of “1: I plan to stay beyond 20 years,” to “6: I will definitely leave upon completion of my obligation.” As with the previous career intent item, there were virtually no differences by type of branch with over half (ranging from 54% to 58%) of all company grade officers reporting that they intended to stay until retirement or beyond.

Among the individual CA branches, Infantry officers (63%) were most likely to report that they intended to stay at least until retirement while Engineer officers (47%) were least likely to do so.

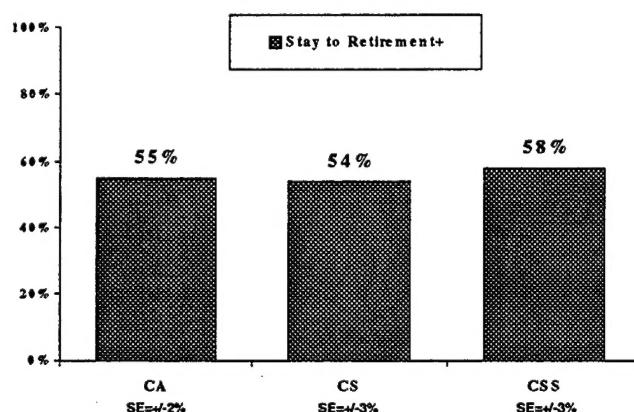


Figure 3. Current Career Intent

**Command Opportunities.** In the Army's promotion system, having the opportunity to command tends to increase an individual's competitiveness for promotion and thereby continuation in service. Perceptions of opportunities to command in an individual's current branch varied significantly by type of branch (Figure 4). Company grade officers in CA branches (59%) were significantly more likely than CS (30%) or CSS (51%) officers to report that opportunities for command in their branches were very good or excellent.

Among individual CA branches, Infantry officers (67%) were most likely to report command opportunities were very good or excellent while Aviation officers (48%) were least likely to do so.

Among CS branches, Military Police (64%) were most likely to be positive about their command opportunities while Chemical Corps officers (7%) and Military Intelligence officers (13%) were least likely to be positive.

Among CSS branches, Transportation Corps officers (60%) were most likely to be positive about command opportunities while Adjutant General Corps officers (23%) were least likely to be positive.

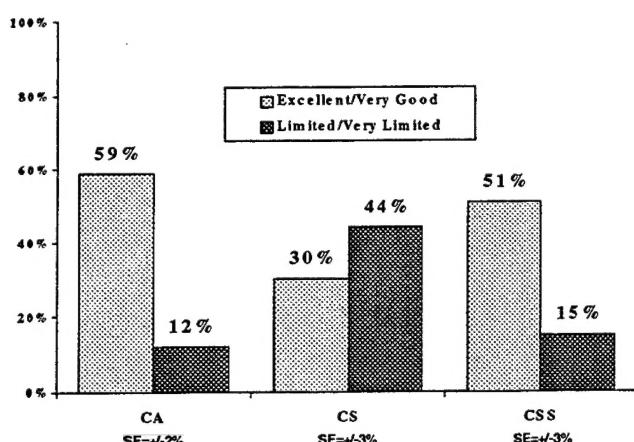


Figure 4. Command Opportunities

**Advancement Opportunities.** CSS officers (67%) were significantly more likely than officers in CA (61%) or CS (60%) branches to report that the chances for advancement within their branches were very good or excellent (Figure 5).

Among individual CA branches, Engineer officers (65%) were most likely to report their chances for advancement were very good or excellent while Air Defense Artillery officers (51%) were least likely to do so.

Within CS branches, Military Police (65%) were most likely to be positive about advancement opportunities and Chemical Corps (46%) officers were least likely to be positive.

Among CSS branches, Transportation Corps officers (75%) were most likely to be positive and Ordnance officers (61%) were least likely to be positive.

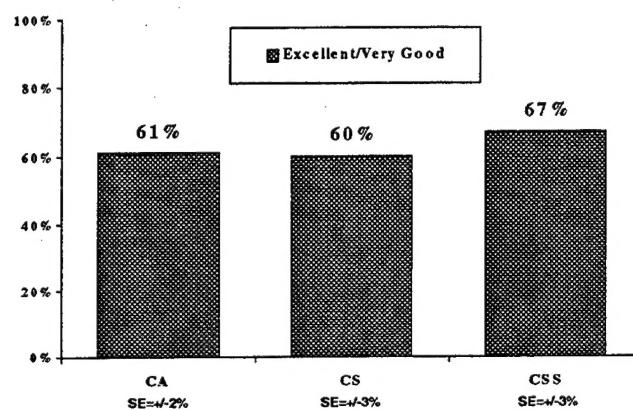


Figure 5. Advancement Opportunities

**Satisfaction with the Army.** Another indicator of career expectations is satisfaction with the Army. The *SOC* contains measures of satisfaction with a variety of facets of Army life including satisfaction with *current assignment*, *life as an Army officer*, and *career prospects*. Figure 6 shows that there were virtually no differences by type of branch for any of these three items. The majority of all officers were satisfied or very satisfied with both their *current assignment* (ranging from 67% to 72%) and with *life as an officer* (ranging from 76% to 78%). While there were no differences by type of branch, significantly fewer officers reported satisfaction with *career prospects* in the Army (ranging from 53% to 57%) than satisfaction with *current assignment* or for *life as an officer*.

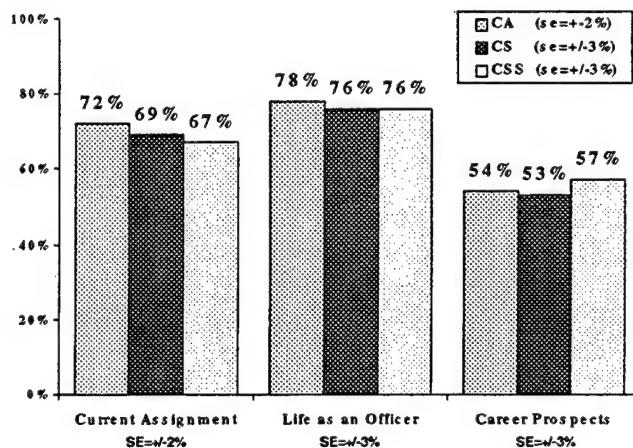
Within the individual branches there were no differences in satisfaction with *current assignment* or *life as an officer*. However, for CA branches and CSS branches there were differences in satisfaction with *career prospects*.

Within the CA branches, Infantry officers (60%) were most likely to be satisfied with career prospects and Air Defense Artillery officers (47%) were least likely to be satisfied.

Within CSS branches, Adjutant General Corps officers (67%) were most likely to be satisfied with career prospects while Transportation Corps officers (50%) were least likely to be satisfied.

For the remaining items, there were no differences based on type of branch assignment. In summary:

- 76% of all company grade officers would have liked to serve at least 20 years
- 61% were planning or leaning toward an Army career (as opposed to a civilian career)
- 56% planned to stay at least until retirement
- 62% rated their advancement opportunities as very good or excellent
- 70% were satisfied with their current assignment
- 76% were satisfied with life as an officer, and
- 55% were satisfied with their career prospects.



**Figure 6. Satisfaction Levels**

**Summary:** Type of current branch assignment does not appear to have an influence on the career expectations of most company grade officers. Only one item resulted in a significant difference by branch type: Company grade officers in CA were significantly more likely than CS or CSS officers to rate their opportunities for command as very good or excellent.

## 2. Officer Attitudes by Commissioning Source<sup>1</sup>

**Background:** Army officers are commissioned through several sources including Reserve Officer Training Corps (ROTC) graduates; graduates from the U.S. Military Academy (USMA); Officer Candidate School (OCS), which promotes enlisted soldiers into the officer corps; and direct commissioning for officers entering Army occupations in the professional (doctors, attorneys, etc.), technical (warrant officers), or scientific arenas.

Over the past few years, several studies have focused on the costs of producing officers through the service academies compared to the ROTC or OCS programs. At issue is whether the academies and, to a lesser extent, ROTC scholarship programs are "worth" their relatively high price tags.<sup>2</sup> How long officers stay in the Army and their attitudes and experiences are of interest in this debate.

Many factors, including officers' attitudes and career intentions, are germane to this issue. Attitudes are important to consider, given their

relationship to performance and behavior in general. If there are differences in officer attitudes based on their source of commission, what do these differences imply about future performance and behavior?

**Focus:** This section of the report is based on a subset of approximately 8,000 officers who were commissioned into the Army through ROTC or USMA (officers who received their commission through direct appointment or through Officer Candidate School were not included). Analyses compare attitudes and career intentions by source of commission.

**Findings:** In rating pre-commissioning military training (Table 1), USMA graduates were most likely—and ROTC non-scholarship officers least likely—to agree that their training prepared them

- for subsequent training at their officer basic course,
- to conduct oral presentations and briefings,
- to write memos and short reports, and
- to be an effective officer.

**Table 1. Effectiveness of Pre-Commissioning Training**

% of Officers Who Agree/Strongly Agree	ROTC-S (scholarship) SE=+/-2%	ROTC-NS (non-scholarship) SE=+/-2%	USMA SE=+/-2%
<b>My pre-commissioning military training (USMA, ROTC, OCS) prepared me to . . .</b>			
• master the requirements of my Branch Basic Course	58%	53%	81%
• conduct oral presentations and briefings	69%	61%	95%
• write memos and short reports	55%	45%	89%
• be an effective officer	78%	73%	95%

<sup>1</sup> See Appendix B--Briefing on *Officer Attitudes by Commissioning Source*.

<sup>2</sup> Argetsinger, A. (1997, August 12). Academies Stir Some Doubts, Some Salutes. *The Washington Post*, pp. A1, A13.

Table 2 shows that USMA officers were also significantly more likely than their ROTC counterparts to . . .

- be currently assigned to a branch which was their "first choice,"
- be assigned to a Combat Arms (CA) branch,
- want to be assigned to a CA branch, and
- report a close fit between initial expectations and the reality of their branch duties.

The majority of both USMA and ROTC officers . . .

- believed the Army provides the same or better job security than civilian organizations,
- were satisfied or very satisfied with their current job,
- were satisfied with their chances for promotion, and
- believed their opportunities for advancement are excellent or very good.

While the majority of officers responded positively to the job satisfaction items in Table 2, there were significant differences based on commissioning source for two of these items:

- compared to ROTC scholarship graduates, a smaller proportion of non-scholarship graduates were satisfied with their promotion opportunities
- USMA graduates were least satisfied with their current jobs.

*Career Intent:* The SOC contained a number of questions to assess officers' career intent. In contrast to their more positive responses in Tables 1 and 2, USMA graduates were the least likely (54%) to report that they were planning to stay in the Army until retirement (upper half of Table 3). ROTC non-scholarship graduates were the most likely (75%) to report that they were planning to stay in the Army until retirement, followed by ROTC scholarship graduates (62%). The differences among the three groups are statistically significant.

**Table 2. Officer Attitudes on Selected Survey Items**

	ROTC-S SE=+/-2%	ROTC-NS SE=+/-2%	USMA SE=+/-2%
<b>BRANCH SATISFACTION ITEMS</b>			
Current branch "first" choice	66%	63%	87%
Currently assigned to combat arms (CA)	50%	50%	80%
Want to be in CA	53%	55%	78%
Close fit between expectations and duties	67%	69%	73%
<b>JOB SATISFACTION ITEMS</b>			
Same or better job security than civilian	85%	84%	87%
Satisfied/very satisfied with current job	77%	79%	72%
Satisfied/very satisfied with promotion opportunities	65%	60%	64%
Advancement opportunities excellent/very good	61%	57%	59%

**Table 3. Current Career Intent for Officers by Source of Commission**

Survey Items	ROTC-S SE=+/-2%	ROTC-NS SE=+/-2%	USMA SE=+/-2%
<b>Which of the following best describes your current career intentions?</b>			
Plan to stay until retirement or beyond	62%	75%	54%
Plan to stay beyond my obligation, but am undecided about staying until retirement.	18%	13%	17%
Undecided whether I will stay upon completion of my obligation	9%	5%	12%
Probably or definitely will leave upon completion of my obligation	12%	6%	17%
<b>Planning/leaning towards an Army career at each of the following seven points in time:</b>			
1-When I began pre-commissioning training	54%	56%	55%
2-When I received my commission	68%	74%	63%
3-After first leadership assignment	68%	75%	63%
4-After first staff-type assignment	60%	71%	54%
5-At the end of the Advanced Course	75%	82%	72%
6-After first company command assignment	86%	88%	84%
7-Right now	65%	73%	57%

As shown in the lower half of Table 3, the same pattern is apparent when officers were asked to assess their career intentions at various points over time—i.e., ROTC non-scholarship graduates were the most likely and USMA graduates were the least likely to report that they were planning on, or leaning towards, an Army career at six of the seven points of time.

*Possible Reasons Why USMA Graduates May Leave Early:* Additional analyses indicated that USMA graduates were significantly more likely than ROTC graduates to believe that a career move into the civilian sector would be easy and would have positive benefits, not only in terms of their own

individual career prospects and benefits, but also for their families.

Table 4 shows that USMA graduates were most likely to believe that civilian life offers better opportunities in terms of pay, standard of living, overall quality of life, advancement opportunities in one's chosen field, total family income, and spouse/family satisfaction, and that the transition to civilian life would be easy or very easy for them.

In contrast, ROTC non-scholarship graduates were least likely to report that civilian life offers better opportunities and were most likely to report that their spouses supported an Army career and were satisfied with the Army life and the Army's support

**Table 4. Officer Ratings of Career and Family Benefits With Civilian Job**

<b>Survey Items</b>	<b>ROTC-S SE=+/-2%</b>	<b>ROTC-NS SE=+/-2%</b>	<b>USMA SE=+/-2%</b>
<b>Percentage reporting following benefits somewhat or much better in civilian life</b>			
Pay	70%	63%	87%
Overall standard of living	60%	54%	73%
Overall quality of life	58%	54%	67%
Opportunities to advance in chosen field	41%	36%	52%
<b>Percentage believing transition to civilian sector would be easy or very easy</b>			
Finding a good civilian job right now	53%	44%	68%
Leaving the Army in the next year	37%	27%	51%
<b>Percentage reporting that spouse/significant other (SO) is supportive of or satisfied with the Army</b>			
Spouse/SO supports an Army career	74%	84%	71%
Overall, spouse/SO is satisfied with Army life	58%	65%	54%
Spouse/SO satisfied with Army support for family	44%	50%	44%
<b>Percentage believing civilian life would have positive impact on family [these are representative, but are not all of the items reviewed]</b>			
Total family income better in civilian life	71%	65%	86%
Employment/educational opportunities better for spouse	55%	54%	59%
Spouse's overall satisfaction better in civilian life	64%	58%	69%
Time for personal/family life better in civilian life	86%	86%	87%
Better quality of child care/schools/youth facilities in civilian life	41%	42%	48%

for families. They were also least likely to think it would be easy to find a good civilian job.

The majority of all officers believed that time for personal and family life would be better in civilian life.

**Summary.** There are statistically significant differences in officer commitment to an Army career among the three commissioning sources examined.

USMA officers were most likely to believe a return to civilian life would be easy and beneficial in terms of career opportunities and family life. Conversely, ROTC non-scholarship officers were most likely to report that they planned to stay in the Army to retirement and that their spouse/SO supported an Army career and was satisfied with Army life and the support the Army provides for families.

### 3. Officers' Intentions to Remain in the Army

**Background:** An understanding of factors related to officer turnover can help the Army better manage retention, forecast personnel requirements, and maintain necessary staffing levels.

**Focus:** This section of the report focuses on the perceptions of officers in the ranks of second lieutenant through lieutenant colonel and examines the relationships between selected officer demographics and career intent. Demographic characteristics at the time SOC 1996 was conducted showed that 85% of Army Competitive Category officers were male, 15% were female, 77% were White, 12% were Black, and 5% were Hispanic.

**Findings:** In the analyses, officers were classified into three groups (Figure 1): those who intended to remain in the Army until retirement or beyond retirement eligibility (68% of officers), those who were undecided about when to leave (22% of officers), and those who indicated they were likely to leave at the end of their current obligation (10% of officers).

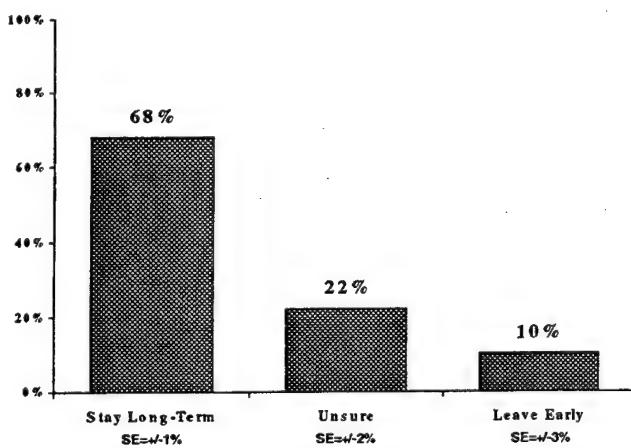


Figure 1. Officers' Career Intent

There was no difference in the intention to stay in the Army between second and first lieutenants, with about one out of five reporting they intended to leave early and 40% reporting they were undecided (Figure 2). However, as rank increased, the likelihood of reporting an intention to stay in the Army also increased. About two out of three captains and more than nine out of ten majors and lieutenant colonels reported that they intended to stay in the Army long-term.

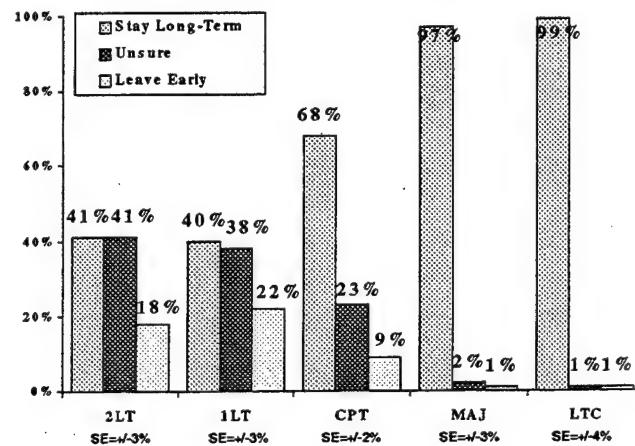
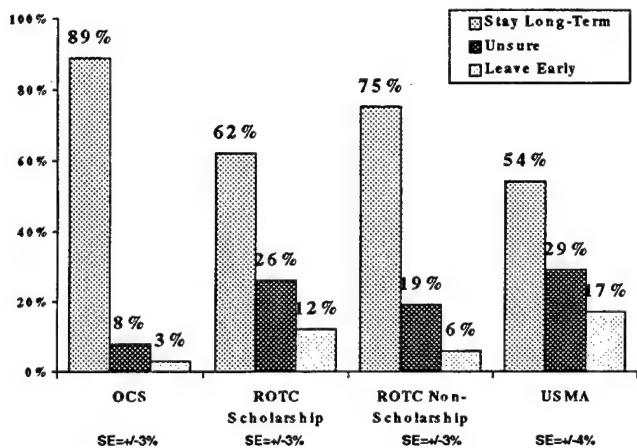


Figure 2. Intention to Stay by Rank

Additional analyses were conducted to simultaneously examine the relationship between intention to remain and a range of personal characteristics and career variables. Besides rank, these included: current status (Regular Army or other), years of service completed, current branch type (CA, CS, CSS), command assignment, commissioning source, gender, race, educational attainment, marital status, and presence of young children in the household.

The pattern of being more likely to remain as rank increases (shown in Figure 2 above) did not change significantly when the other personal characteristics and career variables were also included in the same analysis (although the differences among ranks did not remain as large as in the figure above).

Commissioning source was associated with intention to stay. Individuals who received a commission after completing Officer Candidate School were significantly more likely than others to report an intention to remain in the Army (Figure 3). Of officers commissioned through ROTC, those who held an ROTC scholarship were less likely to report intending to stay than officers who did not have a scholarship. Officers who were commissioned through USMA were the least likely to report intending to remain in the Army.

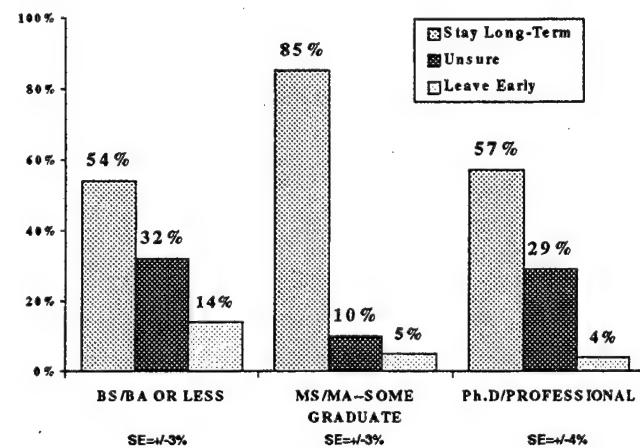


**Figure 3. Intention to Stay by Source of Commission**

What factors might account for these differences? Prior military service could be a contributing factor. Persons who had been in Officer Candidate School or in an ROTC program but without a scholarship were more likely than others to have had prior active-duty military experience. The lure of civilian job opportunities also seemed to have an impact. USMA graduates anticipated the least difficulty

finding a good civilian job. They also were more likely to indicate that they believed that pay and opportunities to advance in the civilian sector were better than in the military. These differences were found for both male and female USMA graduates, but were more pronounced for male officers.

Other features of an officer's educational and parental background also were associated with career intent. Officers who had been enrolled in Junior ROTC in high school were slightly more likely than others to report intending to stay in the Army. A similar finding emerged for officers with an Army parent or guardian. Having attended a military high school, however, was not a significant factor. Overall, officers with master's degrees had a higher propensity to stay than those with higher or lower levels of education (Figure 4).



**Figure 4. Intention to Stay by Level of Education**

Differences by race, ethnicity, and gender were also examined and are discussed in detail in Section 4 of this report. Briefly, compared to White and Hispanic officers, Black officers were significantly more likely to report an intent to remain in the Army long-term and male officers were significantly more likely than female officers to report that they intended to remain in the Army long-term.

**Summary.** Overall, the majority of Army officers (68%) intended to stay in the Army for 20 years or longer. Differences by commissioning source in the intention to remain in the Army showed that OCS officers were most likely and USMA officers were least likely to intend to remain until retirement. (A more thorough investigation of these differences was explored in Section 2 of this report.)

Rank, educational attainment, and perceived civilian job opportunities were also found to be significant factors associated with intent to stay until retirement.

Compared to White and Hispanic officers, Black officers were significantly more likely to report an intent to remain until retirement and male officers were significantly more likely than female officers to report that they intended to stay until retirement.

## 4. Differences in Attitudes Toward the Army Among Racial and Gender Groups<sup>1</sup>

**Background:** Attitudes towards and perceptions of the Army were analyzed to determine whether there were differences among White, Black, and Hispanic officers—as well as between male and female officers—in terms of their commitment to and intention to remain in the Army. Understanding such differences can assist policy makers in managing retention and maintaining necessary staffing levels within the officer corps.

**Focus:** This section of the report focuses on whether there are differences in attitudes and career intent based on race, ethnicity, and/or gender.

**Findings:** *Organizational Commitment.* Organizational commitment is assessed by a composite of items asking officers such things as whether they are proud to say they are in the Army, would be reluctant to leave for a civilian job, enjoy the Army community, and would rather be affiliated with the Army than in a civilian job. High scores for the composite indicate high levels of commitment.

There were no statistically significant differences by race or ethnicity in the percentages of officers reporting a high level of commitment to the Army (61% of White and Black officers and 65% of Hispanic officers—Figure 1). However, there was a statistically significant difference between genders with female officers being significantly less likely than male officers to report a high level of commitment to the Army.

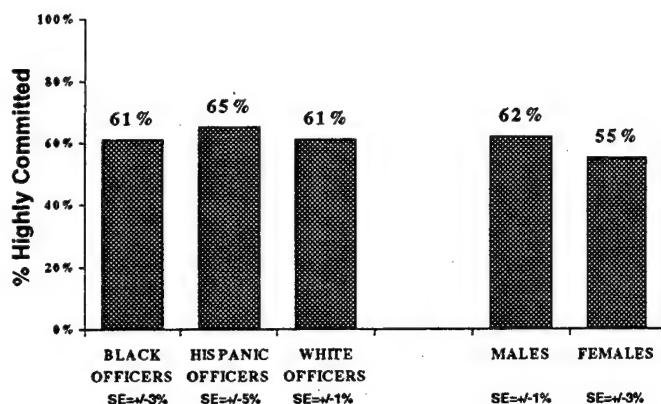


Figure 1. Organizational Commitment

*Career Intent.* Figure 2 shows percentages for each group who reported that they intend to stay in the Army for 20 or more years or until retirement. Relative to White and Hispanic officers, Black officers are significantly more likely to report an intent to remain in the Army. Female officers are significantly less likely than male officers to report an intent remain in the Army.

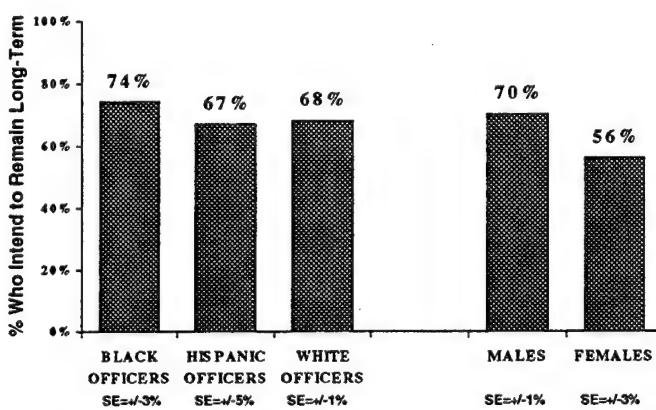


Figure 2. Propensity to Remain in the Army

<sup>1</sup>See Appendix C—Briefing on Differences in Attitudes Toward the Army Among Racial and Gender Groups.

### *Analysis of Satisfaction with the Army.*

Figures 3 through 8 show the percentage of respondents who reported that they were satisfied with their supervisors, promotion opportunities, type of work, co-workers, pay, and family issues (satisfaction with pay was assessed by using officers' perceptions of how their pay and benefits compared with the civilian sector).

Black officers were significantly more likely than either White or Hispanic officers to report that they were satisfied with their supervisors, promotions, the work they did, pay, and family issues. The only dimension on which Black officers were *less* satisfied than White officers was satisfaction with co-workers. Hispanic officers, compared to White officers, were more satisfied with pay and family issues; were less satisfied with supervisors and co-workers; and were equally satisfied with promotions and the work they did.

Compared with male officers, female officers were significantly more satisfied with their pay, but were significantly less satisfied with family issues. There were no statistically significant differences between male and female officers' satisfaction with supervisors, promotions, the work they did, or their co-workers.

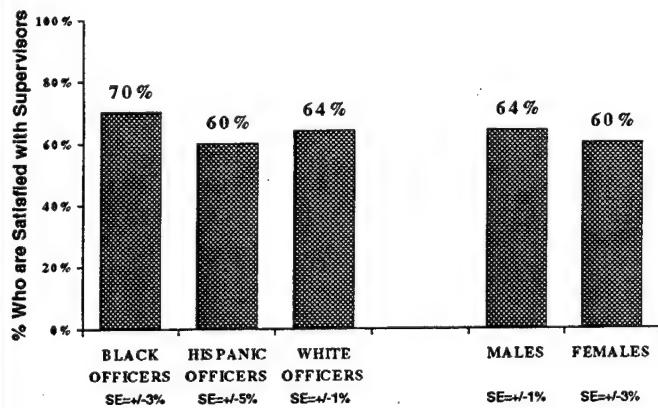


Figure 3. Satisfaction with Supervisors

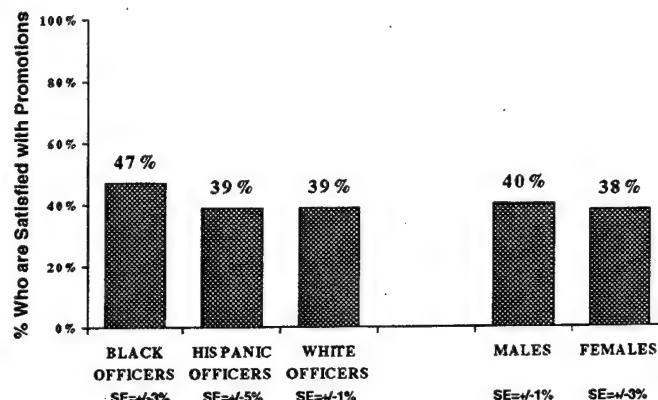


Figure 4. Satisfaction with Promotions

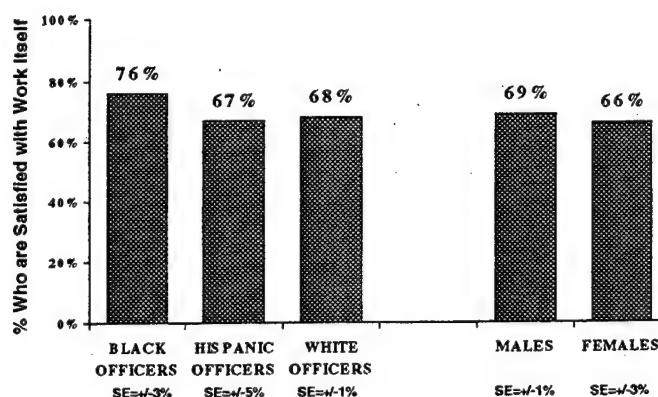


Figure 5. Satisfaction with the Work Itself

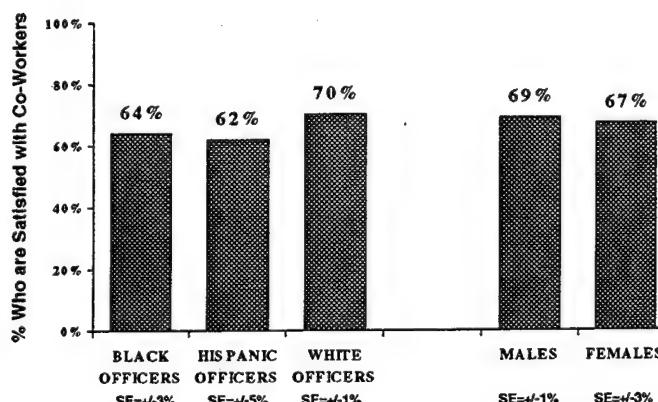
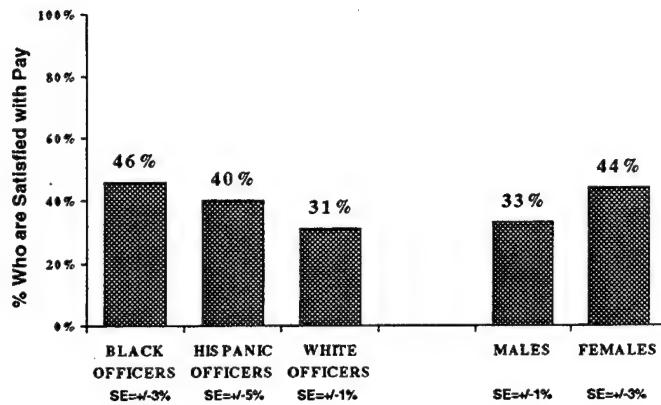
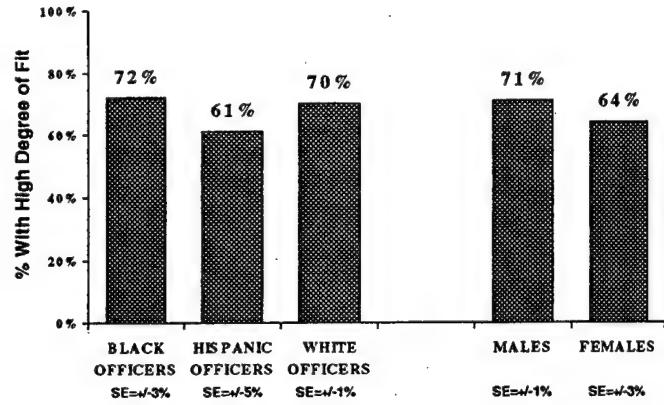


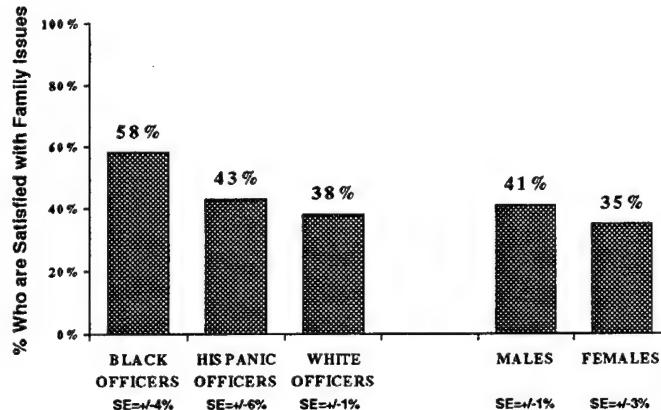
Figure 6. Satisfaction with Co-workers



**Figure 7. Satisfaction with Pay**



**Figure 9. Match of Career Expectations and Duties**

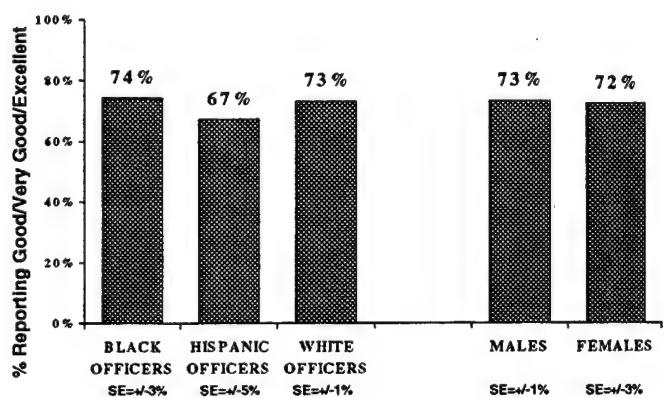


**Figure 8. Satisfaction with Family Issues**

**Met Between Expectations and Duties.** Figure 9 shows the degree of fit officers experienced between their initial expectations and their actual branch duties. Fewer female officers than male officers and fewer Hispanic officers than Black or White officers reported that their duties were a close or very close fit with their initial expectations of their branch duties.

**Command Opportunities.** Figure 10 depicts officers' perceptions of command opportunities within their branches. About three out of four Black (73%) and White (74%) officers reported that their opportunities for command were good, very good, or excellent compared to Hispanic officers (67%) who were less likely to report good, very good, or excellent command opportunities.

Female officers (72%) were as likely as their male counterparts (73%) to report that their command opportunities were good, very good, or excellent.



**Figure 10. Current Branch Command Opportunities**

**Choice of Branch.** Figure 11 indicates that White officers (71%) were significantly more likely than Black (58%) or Hispanic (56%) officers to report that their current branch was their first choice. Female officers (60%) were significantly less likely than male officers (71%) to report that their current branch was their first choice.

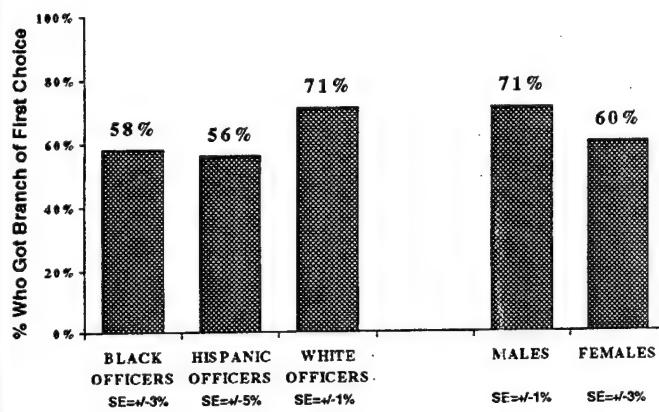


Figure 11. Choice of Branch

**Summary. Race/Ethnicity:** Several differences in the attitudes of racial/ethnic groups were found. Compared to White officers, a higher proportion of Black officers reported that they intended to remain in the Army long-term, although both groups reported a high level of commitment to the organization.

Black officers were more likely than White officers to report their branch was not their first choice and to express dissatisfaction with co-workers. However, Black officers were more likely to report higher satisfaction with supervisors, promotions, the work they did, pay, and family issues.

No significant difference was found between White officers and Hispanic officers in terms of propensity to remain in the Army; however, Hispanic officers were less likely than White officers to be satisfied with

supervisors and co-workers, experience less of a match between career expectations and duties, and were more likely to report that they had fewer opportunities for command. Compared to White officers, significantly smaller proportions of Black and Hispanic officers reported that they received their branch of first choice. Hispanic officers reported higher satisfaction with pay and family issues than White officers did.

**Gender:** Female officers reported significantly lower satisfaction with family issues; slightly lower satisfaction with supervisors, promotions, work, and co-workers; lower feelings of fit between branch expectations and duties; and fewer received their branch of first choice. Female officers' dissatisfaction with these aspects of their Army careers is accompanied by significantly lower commitment and retention propensity.

## 5. Summary and Discussion

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**Key Findings.** Type of branch assignment was not related to the career expectations of company grade officers, except that CA officers were significantly more likely than CS or CSS officers to rate their opportunities for command as very good or excellent. And although officers generally perceived a career in the Army as desirable, they were not especially optimistic about their chances of implementing such a career. Officers rated their expected length of career as shorter than their desired length of career and also reported themselves as considerably less satisfied with their career prospects than they were satisfied with their current assignments or their lives as officers.

There also were statistically significant differences among officers by source of commission, racial/ethnic background, and gender with respect to attitudes toward training, branch satisfaction, career intent, organizational commitment, and various aspects of their jobs. For example, USMA graduates rated their pre-commissioning training more highly than did the graduates of the ROTC scholarship program or the ROTC non-scholarship program, and more USMA graduates reported satisfaction with their branches than did graduates of the other two programs. USMA graduates were least likely to report intent to stay in the Army for 20 years or until retirement than were the ROTC scholarship or non-scholarship groups. This lower level of career intent was related to the USMA graduates' expectations of an easier transition to civilian life and to their perceptions that benefits, career opportunities, and family life would be better in the civilian sector.

Although high levels of organizational commitment did not vary across racial/ethnic (White, Black, Hispanic) groups, Black

officers were more likely than White or Hispanic officers to report their intent to stay in the Army for 20 years or until retirement. Female officers, on the other hand, reported both a lower level of organizational commitment and a lower level of career intent than did male officers.

There also were some differences among groups with respect to dimensions of job satisfaction (supervisors, promotions, work itself, co-workers, pay, and family issues), with Black officers indicating greater satisfaction on five of the six dimensions and female officers reporting less satisfaction with family issues and more satisfaction with pay than male officers.

**Implications.** Some of the findings described in this report have implications for Army management. For example, if the lower level of career intent for USMA graduates actually results in more of those officers leaving the Army prematurely, what can the Army do to increase retention of such officers, assuming it wishes to do so? As women officers demonstrated lower levels of career intent, what can be done to increase their retention—again assuming that this is a desirable outcome? Because response patterns for both male and female officers indicated that those holding the most unfavorable views of the Army (e.g., concerning the promotion system and downsizing) were most likely to intend to leave the Army, what can be done to change such attitudes?

## **APPENDIX A**

**1996 SURVEY ON OFFICER CAREERS**

SURVEY APPROVAL AUTHORITY: U.S. ARMY RESEARCH INSTITUTE  
FOR THE BEHAVIORAL AND SOCIAL SCIENCES  
SURVEY CONTROL NUMBER: PERI-AO-96-9  
RCS: MILPC-3

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# **SURVEY ON OFFICER CAREERS**

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**1996**

\* U.S. GOVERNMENT PRINTING OFFICE:1996-386-702/00036

**The Survey on Officer Careers (SOC) continues a research project to track the attitudes and experiences of officers during their careers in the Active Component of the United States Army. The U.S. Army Research Institute (ARI) began this project with the Longitudinal Research on Officer Careers (LROC) Survey which was conducted in 1988, 1989, 1990 and 1992. The SOC gives you an opportunity to provide input into the policy and program decisions impacting all officers. The survey questionnaire covers a wide range of issues related to your job, your career, and the Army. The results will be provided to senior Army leaders for their planning and policy and program decisions. The SOC provides the Army with in-depth coverage of issues and changes in an officer's career and in the officer corps over time.**

*Thank you for your support for this survey and your dedication to duty!*

#### **PRIVACY ACT STATEMENT**

1. Public Law 93-573 (Privacy Act of 1974) requires that you be informed of the purpose and uses to be made of the information collected.
2. The Department of the Army may collect the information requested in this survey under the authority of 10 United States Code 2358. Use of Social Security Numbers is authorized by Executive Order 9397. Providing information in this questionnaire is voluntary. Failure to respond to any specific question will not result in any penalty.
4. The information collected in the survey will be used solely for research purposes. Your Social Security Number (SSN) is requested only for linking data files. In accordance with federal regulations, the survey data will be safeguarded to protect your privacy. After we have used your SSN to create the data files, a new identification code will be created to replace your SSN. The file linking your SSN to the new ID code will be placed in a classified safe at ARI. Only survey statisticians with a documented, approved need will have access to the linking file.
5. After you have completed the survey, please place the questionnaire in the business reply mail envelope provided, seal the envelope, and mail it.

Prepared by:

ARMY PERSONNEL SURVEY OFFICE  
U.S. Army Research Institute  
for the Behavioral and Social Sciences  
ATTN: PERI-PS  
5001 Eisenhower Avenue  
Alexandria, VA 22333-5600

TELEPHONE: Commercial (703) 617-7801  
DSN 767-7801

E-MAIL: APSO@ARI.FED.US

PLEASE DO NOT WRITE IN THIS AREA



11397

# MARKING INSTRUCTIONS

## GENERAL INSTRUCTIONS

- Please use a No. 2 pencil.
- Make heavy black marks that fill the circle for your answer.
- Please do not make stray marks of any kind.

INCORRECT MARKS

CORRECT MARK

## Marking all that apply

Sometimes you will be asked to "MARK ALL THAT APPLY." When this instruction appears, you may mark more than one answer.

### EXAMPLE:

Did you participate in the Junior Reserve Officer Training Program (JROTC) during high school?

- No, there was no JROTC program at my high school.
  - No, I did not participate in JROTC in high school.
  - Yes, I participated in JROTC during the following grades: MARK ALL THAT APPLY.
- |                                  |   |
|----------------------------------|---|
| <input type="radio"/> 9th grade  | <input checked="" type="radio"/> 11th grade |
| <input type="radio"/> 10th grade | <input checked="" type="radio"/> 12th grade |

## Marking numbers

Sometimes you will be asked to give numbers for your answer by filling in a grid. If you are asked to give numbers, please record the numbers in the boxes at the left of the grid, then fill in the circles of the grid as shown below.

### EXAMPLE:

What year did you complete the most recent course/school you identified above?

1	9	9									
3			○	○	○	●	○	○	○	○	○

## Selecting only one response

Sometimes you will be asked to mark one response from a list of possible items.

### EXAMPLE:

For that most recent course/school identified above, would you say you received it . . . MARK ONE.

- too early in your career?
- at about the right time in your career?
- too late in your career?

## Using a common scale for more than one question

Sometimes you will be asked to "MARK A RESPONSE FOR EACH" to answer a number of different questions.

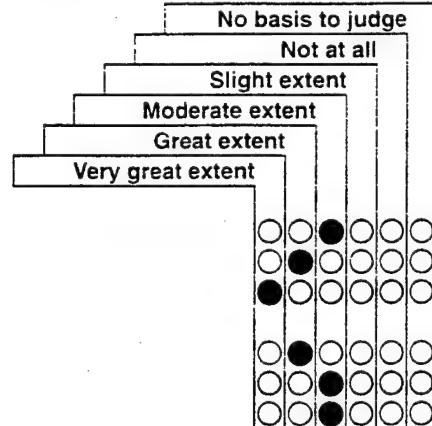
### EXAMPLE:

To what extent did the most recent course/school you have completed . . .

MARK A RESPONSE FOR EACH.

prepare you for successful leadership?  
contribute toward your professional development?  
instill Army values?

prepare you to perform your current duties?  
prepare you to perform your current leader tasks?  
prepare you for your future assignments?



# LEADER DEVELOPMENT

**1. Of the training courses/schools listed below, which ONE did you complete most recently? MARK ONE.**

- |  |   |
|--|---|
| <input type="radio"/> Officer Basic Course (OBC)   | <input type="radio"/> Army War College (AWC)—non-resident         |
| <input type="radio"/> Officer Advanced Course (OAC)  | <input type="radio"/> Army War College (AWC)—resident             |
| <input type="radio"/> Combined Arms and Services Staff School (CAS <sup>3</sup> )—non-resident | <input type="radio"/> Other Service MEL-1 equivalent—non-resident |
| <input type="radio"/> Combined Arms and Services Staff School (CAS <sup>3</sup> )—resident     | <input type="radio"/> Other Service MEL-1 equivalent—resident     |
| <input type="radio"/> Command and General Staff Officers Course (CGSC)—non-resident            |   |
| <input type="radio"/> Command and General Staff Officers Course (CGSC)—resident                |   |
| <input type="radio"/> Other Service MEL-4 equivalent—non-resident                              |   |
| <input type="radio"/> Other Service MEL-4 equivalent—resident                                  |   |

**2. What year did you complete the most recent course/school you identified above?**

19 

0	1	2	3	4	5	6	7	8	9

**3. For that most recent course/school identified above, would you say you received it . . . MARK ONE.**

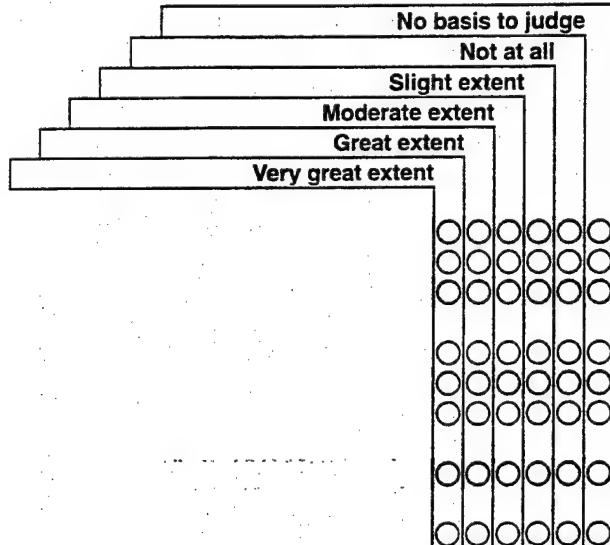
- too early in your career?  
 at about the right time in your career?  
 too late in your career?

**4. To what extent did the most recent course/school you have completed . . .  
MARK A RESPONSE FOR EACH.**

prepare you for successful leadership?  
contribute toward your professional development?  
instill Army values?

prepare you to perform your current duties?  
prepare you to perform your current leader tasks?  
prepare you for your future assignments?

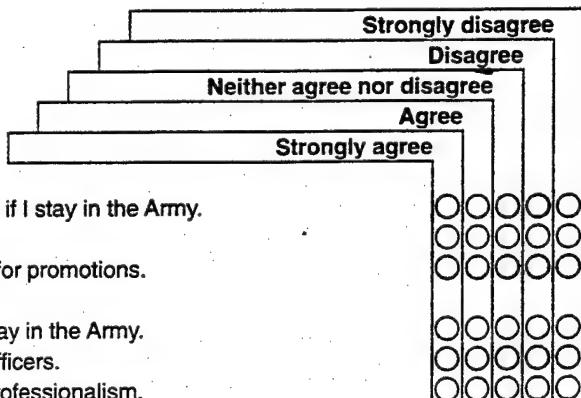
prepare you to effectively perform your wartime duties?  
prepare you to perform multinational contingency missions  
(such as peace-keeping)?



**5. Please indicate your level of agreement with the following statements.  
MARK A RESPONSE FOR EACH.**

I am confident I will be promoted as high as my ability and interest warrant if I stay in the Army.  
The Army will protect my benefits and retirement.  
I am confident I will get the kinds of assignments I need to be competitive for promotions.

I am very likely to get assignments that match my skills and interests if I stay in the Army.  
The officer evaluation/selection system is effective in promoting the best officers.  
The officer evaluation/selection system rewards officers for integrity and professionalism.



**6. Did you participate in the Junior Reserve Officer Training Program (JROTC) during high school?**

- No, there was no JROTC program at my high school.  
 No, I did not participate in JROTC in high school.  
 Yes, I participated in JROTC during the following grades: **MARK ALL THAT APPLY.**
- 9th grade       11th grade  
 10th grade      12th grade

**7. If you participated in JROTC in high school, what was the service branch?**

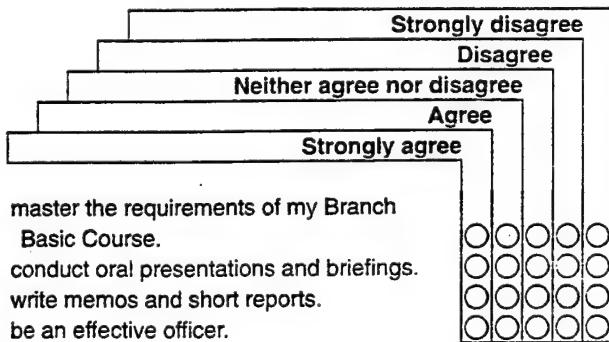
- Does not apply; I did not participate in JROTC.  
 Army  
 Navy  
 Air Force  
 Marines

**8. Did you attend a military high school?**

- No  
 Yes, I attended during the following grades:  
**MARK ALL THAT APPLY.**
- 9th grade       11th grade  
 10th grade      12th grade

*Please indicate your level of agreement with the following statements.*

**9. My pre-commissioning military training (USMA, ROTC, OCS) prepared me to . . .**  
**MARK A RESPONSE FOR EACH.**



**10. When did you begin your active commissioned service in the Army?**

19

**11. What was the source of your commission?**

- ROTC scholarship  
 ROTC non-scholarship  
 USMA  
 OCS  
 Direct  
 Other

**12. Upon commissioning from ROTC, were you designated as a DMG (Distinguished Military Graduate)?**

- Does not apply; I am not an ROTC graduate.  
 Yes  
 No

**13. How many years of active duty service have you completed (including any enlisted or warrant officer time)?**

**NOTE: FOR SINGLE-DIGIT RESPONSES,  
START WITH "0."**

Years      

0	1	2	3						
0	1	2	3	4	5	6	7	8	9

  
Completed      

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

**14. How many years of active duty service do you expect to have completed by the time you leave the Army?**

Years      

0	1	2	3						
0	1	2	3	4	5	6	7	8	9

  
Expected      

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

**15. How many years of active duty service would you like to have completed by the time you leave the Army?**

Years      

0	1	2	3						
0	1	2	3	4	5	6	7	8	9

  
Like to      

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

**16. When you were first commissioned, how many years was your initial obligation to the Army?**

Initial  
Obligation      

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

**17. How many months do you have left in your obligated period of active duty service (including additional obligations incurred from PCS, military training, civilian schooling)?**

- I have completed my current obligation.

Months      

0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9

  
Left      

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

18. Please use the following scale to indicate (to the best of your recollection) how you felt at the time of each event/experience described below.

When I began pre-commissioning training (e.g., USMA, ROTC, OCS), I was . . .

At the time I received my commission, I was . . .

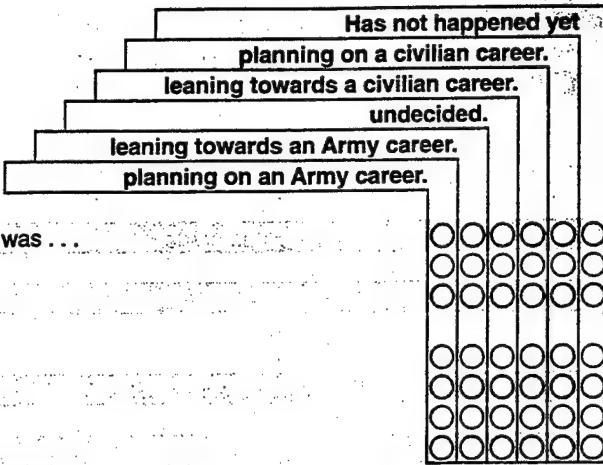
After my first leadership assignment (e.g., platoon leader), I was . . .

After my first staff-type assignment, I was . . .

At the end of the Advanced Course, I was . . .

After my first company command assignment, I was . . .

Right now I am . . .



## YOUR BRANCH AND FUNCTIONAL AREA

19. In COLUMN A below, indicate the basic branch in which you were commissioned. MARK ONE.  
 20. In COLUMN B below, indicate your current branch (not detailed to). MARK ONE.  
 21. In COLUMN C below, indicate the branch you would like to be in (if you could choose any ONE branch).  
 22. Are you currently detailed to a branch other than your basic branch?  
 Yes—In COLUMN D below, indicate the branch to which you are currently detailed. MARK ONE.  
 No—GO TO QUESTION 23 ON PAGE 7.

	COL. A Originally Commissioned	COL. B Current Branch	COL. C Would Like To Be In	COL. D Currently Detailed to
<b>COMBAT ARMS</b>				
11—Infantry (IN)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12—Armor (AR)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13—Field Artillery (FA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14—Air Defense Artillery (AD)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15—Aviation (AV)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18—Special Forces (SF)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21—Corps of Engineers (COE)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>COMBAT SUPPORT</b>				
25—Signal Corps (SC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31—Military Police Corps (MP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35—Military Intelligence (MI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74—Chemical Corps (CM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>COMBAT SERVICE SUPPORT</b>				
42—Adjutant General's Corps (AG)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44—Finance Corps (FC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
88—Transportation Corps (TC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
91—Ordnance Corps (OD)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
92—Quartermaster Corps (QM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>SPECIAL BRANCHES</b>				
55—Judge Advocate General's Corps (JA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56—Chaplain (CH)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60—Medical Corps (MC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63—Dental Corps (DC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64—Veterinary Corps (VC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65—Army Medical Specialist Corps (AM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66—Army Nurse Corps (AN)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67—Medical Service Corps (MS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**23. Is your current branch your ...**

- first choice?
- second choice?
- third choice?
- fourth choice?
- Other

**24. How close/far is the fit between your initial expectations versus the reality of your branch duties?**

- Very close
- Close
- Borderline
- Far
- Very far

**GO TO QUESTIONS 25-27  
IN THE RIGHTHAND COLUMN.**

**25. Do you intend to try to transfer into a different branch?**

- No, I am not interested in changing branches.
- No, I cannot get into the branch I want.
- Yes, but I do not expect to get the branch I want.
- Yes, and I do expect to get the branch I want.
- Undecided or don't know

**26. How good are the opportunities for advancement in your branch for someone who has had the types of assignments you have had?**

- Excellent
- Very good
- Good
- Limited
- Very limited

**27. How good are the opportunities for command in your branch?**

- Excellent
- Very good
- Good
- Limited
- Very limited

**28. In COLUMN A below, indicate the functional area you are now in. MARK ONE.**

**29. In COLUMN B below, indicate the functional area you would prefer (if you stay in the Army). MARK ONE.**

	<u>COL. A Now</u>	<u>COL. B Prefer</u>
35—Military Intelligence	<input type="radio"/>	<input type="radio"/>
39—Psychological Operations and Civil Affairs	<input type="radio"/>	<input type="radio"/>
41—Personnel Programs Management	<input type="radio"/>	<input type="radio"/>
45—Comptroller	<input type="radio"/>	<input type="radio"/>
46—Public Affairs	<input type="radio"/>	<input type="radio"/>
47—USMA Permanent Faculty	<input type="radio"/>	<input type="radio"/>
48—Foreign Area Officer	<input type="radio"/>	<input type="radio"/>
49—Operations Research/Systems Analysis	<input type="radio"/>	<input type="radio"/>
50—Force Development	<input type="radio"/>	<input type="radio"/>
51—Research, Development and Acquisition	<input type="radio"/>	<input type="radio"/>
52—Nuclear Research and Operations	<input type="radio"/>	<input type="radio"/>
53—Systems Automation Officer	<input type="radio"/>	<input type="radio"/>
54—Operations, Plans and Training	<input type="radio"/>	<input type="radio"/>
70—Health Services	<input type="radio"/>	<input type="radio"/>
71—Laboratory Sciences	<input type="radio"/>	<input type="radio"/>
72—Preventive Medical Sciences	<input type="radio"/>	<input type="radio"/>
73—Behavioral Sciences	<input type="radio"/>	<input type="radio"/>
75—Veterinary Services	<input type="radio"/>	<input type="radio"/>
90—Logistics	<input type="radio"/>	<input type="radio"/>
97—Contracting and Industrial Management	<input type="radio"/>	<input type="radio"/>

# YOUR CURRENT ASSIGNMENT

30. Please use the scale below to evaluate your current supervisor/rater. However, if you are currently in school or training, please evaluate your previous supervisor/rater.

Recognizing/rewarding subordinates

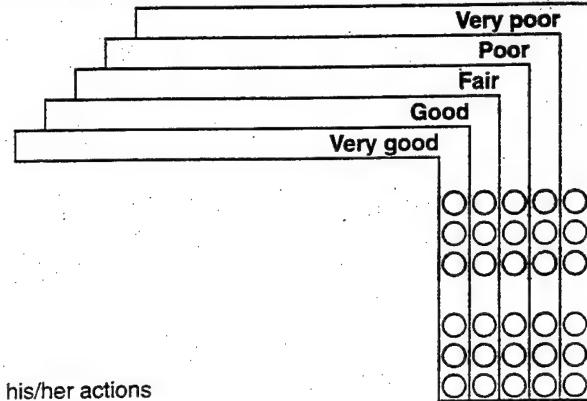
Overall leadership effectiveness

Technical competence

Caring about what happens to his/her soldiers

Interested in what I think and feel about things

In terms of work habits and on-the-job behavior, sets the right example by his/her actions

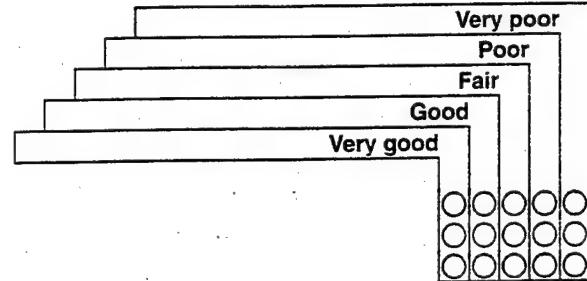


31. Please use the scale below to evaluate the nature of your current assignment. However, if you are currently in school or training, please evaluate your previous duty assignment.

Opportunity to learn/develop skills relevant to your career

Opportunity to do work that interests you

Opportunity to exercise initiative/put your ideas into action



32. In COLUMN A below, indicate the command level at which you are currently assigned.

33. In COLUMN B below, indicate which ONE position BEST describes the nature of your current duty assignment.

34. In COLUMN C below, indicate the command level of your previous assignment.

35. In COLUMN D below, indicate which ONE position BEST describes the nature of your previous duty assignment.

	<u>COL. A</u> Current Command Level <u>MARK ONE</u>	<u>COL. B</u> Current Assignment <u>MARK ONE</u>	<u>COL. C</u> Previous Command Level <u>MARK ONE</u>	<u>COL. D</u> Previous Assignment <u>MARK ONE</u>
Company	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Battalion	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Brigade	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Division, Corps. or MACOM	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
HQDA	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Joint	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Other Level (Please list on page 19.)	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Platoon Leader (or equivalent)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive Officer (XO)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commander		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S-, G- or J-1 Personnel		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S-, G- or J-2 Intelligence		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S-, G- or J-3 Operations		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S-, G- or J-4 Logistics		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Staff Officer		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Branch Position (e.g., Doctor, Chaplain)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instructor/Trainer		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Military Training/School		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In Civilian School		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Please list on page 19.)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 36. How many hours per week (on average) do you usually work in your current assignment?**

Hours Per Week	<input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
-------------------	--

- 37. How many hours per week (on average) would you like to work on your job?**

Hours Like to	<input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
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- 38. Under normal circumstances, what is the highest number of hours that you might be asked to work in a week on your job?**

Highest No. of Hrs.	<input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9
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- 39. How common is it for the number of hours you work per week to vary on this job?**

- Very common
- Somewhat common
- Hard to say
- Somewhat uncommon
- Very uncommon

*Please complete the next five questions with the response that is most true for you.*

- 40. Most important to my personal pride is . . .**
- my service to the Army and the U.S. as a soldier.
  - my technical/professional skills.

- 41. When I think of myself as a professional, I compare myself most often with . . .**
- Army leaders whom I know and respect.
  - those who are respected in my technical/career field, whether or not they are in the Army.

- 42. The kind of work I enjoy most is available . . .**
- only in the military.
  - primarily in the military.
  - equally in the military and civilian world.
  - primarily in the civilian world.
  - only in the civilian world.

- 43. Is there affordable, decent housing available at your current location—either on or off post?**
- MARK ALL THAT APPLY.**

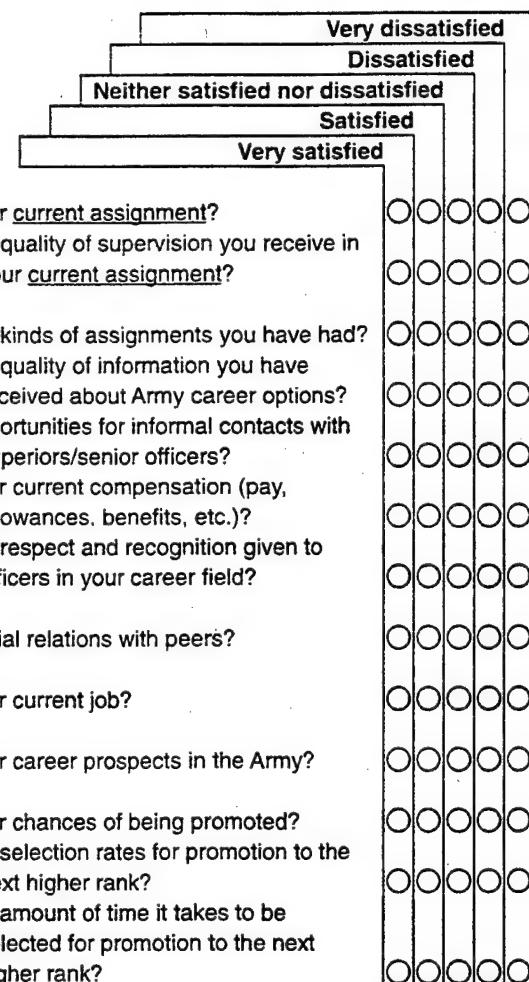
- Yes, on post
- Yes, off post
- No

- 44. If affordable, decent housing were available both on post and off post, I would generally prefer to live . . .**
- On post.
  - Off post.

- 45. Given the nature of the work in your current assignment, how often do the following occur?**

	Not at all	All of the time
Routines vary at a moment's notice	<input type="radio"/>	<input type="radio"/>
You are able to risk doing things differently	<input type="radio"/>	<input type="radio"/>
Changes occur gradually	<input type="radio"/>	<input type="radio"/>
Precise instructions for most tasks are provided	<input type="radio"/>	<input type="radio"/>
Decisions that you make must have novel approaches	<input type="radio"/>	<input type="radio"/>
You are able to influence changes in policies and procedures	<input type="radio"/>	<input type="radio"/>
You are able to make decisions independently	<input type="radio"/>	<input type="radio"/>

- 46. How satisfied are you with . . .**  
**MARK A RESPONSE FOR EACH.**



**47. Please indicate to what extent you would describe yourself as "A PERSON WHO . . ."**  
**MARK A RESPONSE FOR EACH.**

	Not at all	Very great extent
has original ideas.	<input type="radio"/>	<input type="radio"/>
masters all details painstakingly. never acts without proper authority.	<input type="radio"/>	<input type="radio"/>
copes with several new ideas at same time.	<input type="radio"/>	<input type="radio"/>
conforms.	<input type="radio"/>	<input type="radio"/>
is methodical and systematic.	<input type="radio"/>	<input type="radio"/>
proliferates ideas.	<input type="radio"/>	<input type="radio"/>
is thorough.	<input type="radio"/>	<input type="radio"/>
is stimulating.	<input type="radio"/>	<input type="radio"/>
fits readily into "the system."	<input type="radio"/>	<input type="radio"/>
is prudent when dealing with authority.	<input type="radio"/>	<input type="radio"/>
has fresh perspectives on old problems.	<input type="radio"/>	<input type="radio"/>
enjoys detailed work.	<input type="radio"/>	<input type="radio"/>
motivates subordinates.	<input type="radio"/>	<input type="radio"/>
is flexible.	<input type="radio"/>	<input type="radio"/>
is easily adaptable.	<input type="radio"/>	<input type="radio"/>
copes well with uncertainty.	<input type="radio"/>	<input type="radio"/>
demonstrates Army values.	<input type="radio"/>	<input type="radio"/>

**48. While serving at your current rank, how often have you been faced with problems that require unique solutions?**

Not at all	All of the time
<input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

**49. In your capacity as an officer, have you ever been asked or pressured by a superior to do something you consider unethical?**

- Yes  
 No

**50. While serving at your current rank, have you ever been asked or pressured by a superior to do something you consider unethical?**

- Yes  
 No

**51. Do you feel that unethical behavior is a problem in the Army Officer Corps?**

- Not a problem at all  
 Small problem  
 Moderate problem  
 Serious problem  
 Very serious problem

**52. To what extent have the Army values taught in Army leadership courses been put into practice by the superiors in your chain of command?**

- Very great extent  
 Great extent  
 Moderate extent  
 Slight extent  
 Not at all

**53. Have you been treated any differently in your job or career because of your race or ethnic background?**

- Yes, more positively  
 Yes, more negatively  
 No

**54. Have you been treated any differently in your job or career because of your sex (gender)?**

- Yes, more positively  
 Yes, more negatively  
 No

**55. What are the primary sources of any uncertainty you have right now about what you could expect from an Army career?**

**MARK ALL THAT APPLY.**

- My lack of experience in the Army  
 My career goals are unclear  
 Inconsistent or unclear selection criteria for officers  
 Changes in Army manpower needs  
 Impending Congressional action (budgets, RIFs, etc.)  
 I don't have any uncertainty  
 Other (Please list on page 19.)

**56. How easy or difficult will it be for you to adapt to the increasing high-tech demands of the future Army?**

- Does not apply; I am retiring or leaving the Army soon.  
 Does not apply; my job will not become increasingly high-tech.  
 Very easy  
 Easy  
 Neither easy nor difficult  
 Difficult  
 Very difficult

# ARMY LIFE

- 57. Please use the following scale to indicate your level of agreement with the following statements.  
MARK A RESPONSE FOR EACH.**

Civilians are more likely to share my values and beliefs than other officers.

An Army career would allow/allows me to attain the standard of living I want for myself/my family.  
One of the things I value most about the Army is the sense of community or camaraderie I feel.

An Army career would/does create a lot of conflict between my work and my family life.

I would rather be affiliated with the Army than any civilian organization I know of.

An Army career would allow/allows me to maintain the kind of balance I want between my work and personal life.

Even if I had an offer of a bit more pay from a civilian organization, I would be reluctant to leave the Army.

I would discourage a close friend from joining the Army.

The demands of an Army career would/does make it difficult to have the kind of family life I would like.

I can count on Army people to help out when needed.

I frequently feel like leaving the Army.

I am quite proud to tell people that I am in the Army.

I feel I am really a part of the Army organization.

For me, a rewarding career can compensate for limited personal/family time.

I can get ahead in the Army doing the kinds of work I like best.

An Army career would allow/allows me to provide my family with the opportunities and experiences I think are most important.

Strongly disagree	<input type="radio"/>
Disagree	<input type="radio"/>
Neither agree nor disagree	<input type="radio"/>
Agree	<input type="radio"/>
Strongly agree	<input type="radio"/>

- 58. Please use the scale below to indicate your overall level of satisfaction with the following aspects of Army life at the present time.**

**How satisfied are you with . . .  
MARK A RESPONSE FOR EACH.**

personal and family life?

life as an officer?

support received from branch assignment officer(s)?

time available to pursue personal life goals?

relationships with superior/senior officers?

relationships with peers?

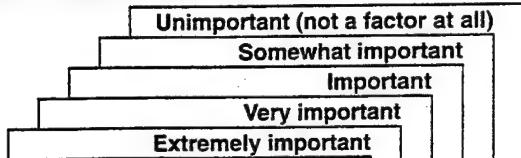
relationships with subordinates?

Extremely dissatisfied	<input type="radio"/>
Dissatisfied	<input type="radio"/>
Neutral or mixed feelings	<input type="radio"/>
Satisfied	<input type="radio"/>
Extremely satisfied	<input type="radio"/>

Listed on this page are some of the factors officers may consider when making career decisions.

59. Please use the scale below to indicate the importance of these factors to your career decision.

MARK A RESPONSE FOR EACH.



1. Pay
2. Retirement benefits
3. Benefits other than retirement (e.g., medical, PX)
4. Assistance for civilian graduate education
5. Overall standard of living in the Army
6. Opportunities to advance in your chosen field
7. Opportunities for job satisfaction
8. Quality of co-workers
9. Your feelings about the organization mission/goals
10. Working hours/schedule
11. Employment/educational opportunities for spouse
12. Spouse's overall satisfaction
13. Quality of child care/schools/youth facilities
14. Time for personal/family life
15. Length of maternity/paternity leave available
16. Overall quality of life in military
17. Level of integrity in the organization
  
18. Level of professionalism in the organization
19. Personal freedom
20. Job security
21. Total family income
  
22. Civilian job alternatives available to you

**TOP 3 FACTORS:** In responding to the next 3 questions (60, 61 and 62), please select the three factors from 1-22 in Question 59 above that are most critical to your own decision about staying in or leaving the Army.

Please select only one response for each of the following questions.

60. Fill in the circle with the item number of the first most important factor. MARK ONLY ONE.

(1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11)  
(12) (13) (14) (15) (16) (17) (18) (19) (20) (21) (22)

61. Fill in the circle with the item number of the second most important factor.

MARK ONLY ONE.

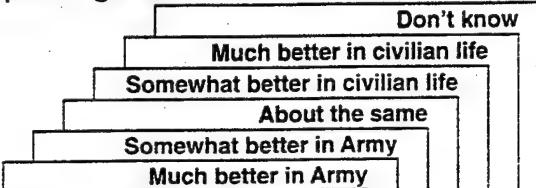
(1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11)  
(12) (13) (14) (15) (16) (17) (18) (19) (20) (21) (22)

62. Fill in the circle with the item number of the third most important factor. MARK ONLY ONE.

(1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11)  
(12) (13) (14) (15) (16) (17) (18) (19) (20) (21) (22)

#### CIVILIAN ALTERNATIVES

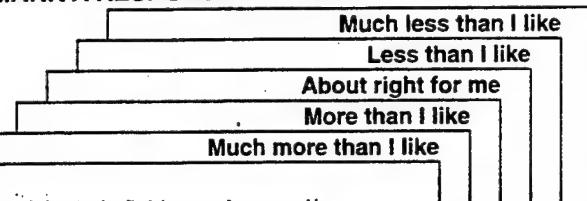
63. Please use the scale below to indicate how you perceive conditions in the military compared with conditions in a civilian job you could realistically expect to get. MARK A RESPONSE FOR EACH.



1. Pay
2. Retirement benefits
3. Benefits other than retirement
4. Assistance for civilian graduate education
5. Overall standard of living
6. Opportunities to advance in your chosen field
7. Opportunities for job satisfaction
8. Quality of co-workers
9. Your feelings about the organization mission/goals
10. Working hours/schedule
11. Employment/educational opportunities for spouse
12. Spouse's overall satisfaction
13. Quality of child care/schools/youth facilities
  
14. Time for personal/family life
15. Length of maternity/paternity leave available
  
16. Overall quality of life
17. Level of integrity in the organization
18. Level of professionalism in the organization
  
19. Personal freedom
20. Job security
21. Total family income

# ARMY LIFE EXPECTATIONS

- 64. If you were to stay in the Army, to what extent would you expect to ...**  
**MARK A RESPONSE FOR EACH.**

 participate in field exercises and/or combat training?	<input type="radio"/>
work in your functional area?	<input type="radio"/>
work in your branch?	<input type="radio"/>

- 65. How many weeks would you expect to spend away from home in a typical year (including TDY, field exercises, training, alerts, etc.)?**  
**IF LESS THAN 10, START WITH "0."**

<b>Weeks</b>	<input type="radio"/>
<b>Away</b>	<input type="radio"/>

- 66. How many unaccompanied tours (6 months or more) would you expect to have over the course of a 20-year career in the Army?**

<input type="radio"/>
---

- 67. In most Army assignments, how much flexibility would you have in your daily schedule to adjust your hours or take time off for personal or family reasons?**

- Almost no flexibility
- A little flexibility
- Some flexibility
- A lot of flexibility
- Almost total flexibility

- 68. In most Army assignments, how much control would you typically have over the timing (i.e., length and when you leave) of trips or assignments that would take you away from home?**

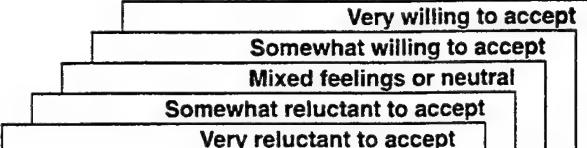
- Almost no control
- A little control
- Some control
- A lot of control
- Almost total control

- 69. How often are personal or family plans (vacations, family outings, special dinners, etc.) likely to be disrupted by job demands/Army requirements?**

- Very seldom
- Occasionally
- About half the time
- Frequently
- Almost always

*Now, please use the scale below to indicate how willing or reluctant you are to accept the conditions/requirements you expect in an Army career.*

- 70. How do you feel about ...**  
**MARK A RESPONSE FOR EACH.**

 the number of weeks per year you would typically spend away from home?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
the number of unaccompanied tours you would probably have over the course of a career?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
the amount of flexibility you would have to adjust your schedule or take time off for personal or family reasons?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
the amount of control you would have over the timing of trips/assignments that would take you away from home?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
the frequency with which personal or family plans would be disrupted by job demands/Army requirements?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
the average length of time you would stay in one location before a PCS?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
the number of PCS moves over the course of your career?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

- 71. How difficult do you think it would be for you to find a good civilian job right now, considering both your own qualifications and current labor market conditions?**

- Very difficult
- Difficult
- Not particularly difficult or easy
- Easy
- Very easy

- 72. How difficult would it be for you to leave the Army in the next year or so, given your current personal or family situation?**

- Very difficult
- Difficult
- Not particularly difficult or easy
- Easy
- Very easy

73. How difficult would it be for you financially to be unemployed for 2 or 3 months if you needed time to find a new job?

- Very difficult
- Difficult
- Not particularly difficult or easy
- Easy
- Very easy

74. How competitive for schools and promotions would you be if you were to be evaluated right now, taking the nature of your assignments—as well as your performance—into account.

- I'd have a strong advantage.
- I'd have an advantage.
- No advantage or disadvantage
- I'd be at a disadvantage.
- I'd be at a strong disadvantage.

75. Have the reductions in the size of the Army made you more or less interested in staying in the Army now than you were a year ago?

- Much more interested
- More interested
- About the same
- Less interested
- Much less interested
- Undecided

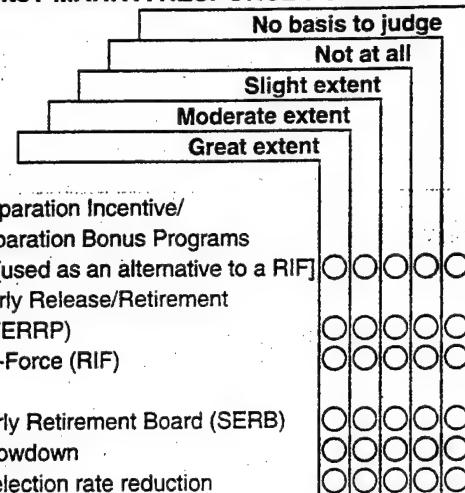
76. How does the Army's involvement in multinational contingency missions (e.g., peace-keeping) affect your career intentions?

- I intend to stay longer.
- I intend to leave sooner.
- No change in my career intentions
- Not sure

77. Do the recent changes in the Officer Professional Development System (OPDS) make you more or less interested in staying in the Army than you were a year ago?

- No basis to judge: I have not heard about or do not know enough about the OPDS changes.
- Much more interested
- More interested
- About the same
- Less interested
- Much less interested
- Undecided

78. If the Army has to continue with a drawdown, to what extent do you think each of the following programs should be used to meet end-strength requirements? MARK A RESPONSE FOR EACH.



79. All in all, how satisfied are you with your job?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

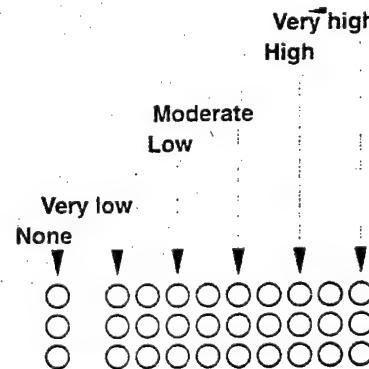
80. All in all, how satisfied are you with your career prospects in the Army?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

81. How would you rate your current level of morale?

- Very high
- High
- Moderate
- Low
- Very low

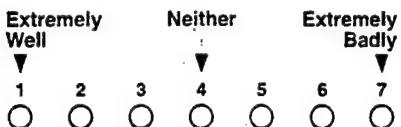
82. At the present time, what level of strain, conflict, or stress—if any—are you experiencing . . .  
MARK A RESPONSE FOR EACH.



# FAMILY MATTERS

83. In general, how well has your family adjusted to the demands of being an "Army family"? MARK ONE.

- Does not apply; I am not married and do not have dependent children.



84. How satisfied are you with the support and concern the Army has for your family?

- Does not apply; I am not married and do not have dependent children.  
 Very satisfied  
 Satisfied  
 Neutral  
 Dissatisfied  
 Very dissatisfied

85. What is your current marital status? MARK ONE.

- Married  
 Legally separated or filing for divorce  
 Single, never married  
 Single, engaged to be married  
 Divorced  
 Widowed

86. Are you now engaged or significantly involved in a relationship with someone? In other words, is there an important girlfriend/boyfriend in your life right now?

- Does not apply; I am currently married  
 Yes  
 No

→ GO TO QUESTION 100 ON PAGE 16.

87. Where is your spouse currently living?

- Does not apply; I am single, divorced or widowed.  
 With me at my current CONUS location  
 With me at my current OCONUS location  
 Not with me and within the 48 continental U.S.  
 Not with me and outside the 48 continental U.S.

88. Is your spouse/girlfriend/boyfriend currently serving on active duty in the U.S. Armed Forces?

- No  
 Yes, on active duty in the Army  
 Yes, on active duty with another U.S. service

89. Is your civilian spouse/girlfriend/boyfriend currently working in a civilian job (including a job with the U.S. Army/Department of Defense)? MARK ONE.

- Does not apply: my spouse/girlfriend/boyfriend is on active duty.  
 Yes, full-time  
 Yes, part-time  
 No, but is currently looking for work  
 No, not looking for work but would like to work  
 No, does not want to work now

90. How supportive is your spouse/girlfriend/boyfriend of your making a career of the Army?

- Very supportive  
 Fairly supportive  
 Mixed or neutral  
 Fairly unsupportive  
 Very unsupportive

91. When your spouse/girlfriend/boyfriend was growing up, did he/she have a parent/guardian who was career active duty military?

- Yes  
 No  
 Don't know

92. Has your spouse/girlfriend/boyfriend ever served in the military?

- No  
 Yes, and left before we decided to get married  
 Yes, and left after we were married/engaged  
 Yes, and is still in, but intending to get out  
 Yes, and is still in, but undecided about staying  
 Yes, and is still in, and intending to stay

93. What is the highest level of education your spouse/girlfriend/boyfriend has completed?

- Less than high school degree  
 High school degree, GED, or equivalent  
 Some college, no degree  
 Graduate of 2-year college or technical school  
 Graduate of 4-year college  
 Some graduate school courses, no degree  
 Masters degree  
 Doctorate or professional degree, such as MD, DDS, or JD

## CURRENT EVENTS

**94. Does your spouse/girlfriend/boyfriend plan to get additional education/training? MARK ONE.**

- No
- Yes, currently in school/training
- Yes, planning additional education/training

**95. How difficult do you think it would be for your spouse/girlfriend/boyfriend to get the kind of jobs/career opportunities he/she wants if you decide to make the Army a career?**

- Does not apply; my spouse/girlfriend/boyfriend is not interested in a paid job.
- Does not apply; I have already decided to make the Army a career.
- Very difficult
- Difficult
- Not especially difficult or easy
- Easy
- Very easy
- Don't know

**96. How difficult do you think it would be for your spouse/girlfriend/boyfriend to get the kind of jobs/career opportunities he/she wants if you left the Army at your next opportunity?**

- Does not apply; my spouse/girlfriend/boyfriend is not interested in a paid job.
- Very difficult
- Difficult
- Not especially difficult or easy
- Easy
- Very easy
- Don't know

**97. Would you leave the Army if your spouse/girlfriend/boyfriend could not find the type of employment he/she wants?**

- Definitely yes
- Probably yes
- Probably no
- Definitely no
- Don't know

**98. Overall, how satisfied is your spouse/girlfriend/boyfriend with the Army as a way of life?**

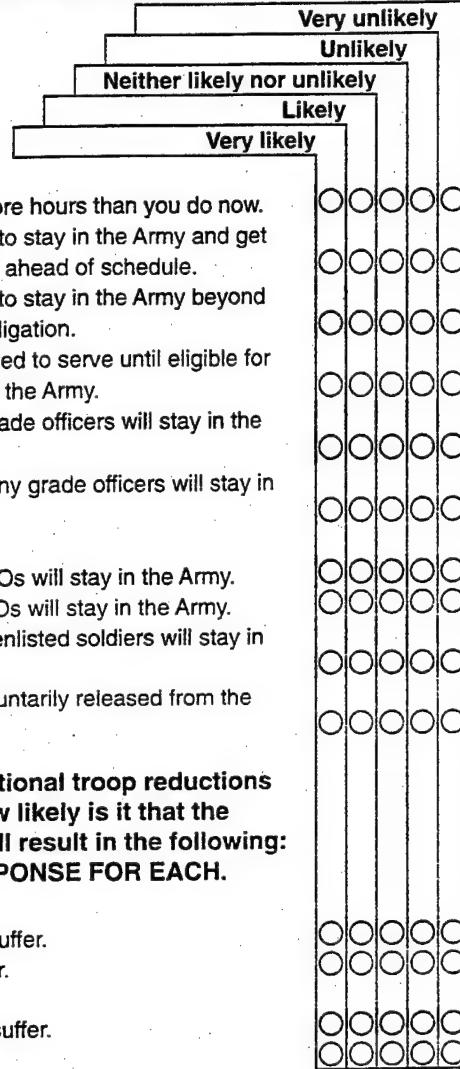
- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

**99. How satisfied is your spouse/girlfriend/boyfriend with the support and concern the Army has for your family?**

- Does not apply; I do not have a family.
- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

**100. As a result of world events in the late 1980s and thus far in the 1990s and with the decreasing size of the Army, please indicate the likelihood that the following may occur:**

**MARK A RESPONSE FOR EACH.**



**101. If further/additional troop reductions are made, how likely is it that the reductions will result in the following: MARK A RESPONSE FOR EACH.**

- Readiness will suffer.
- Morale will suffer.
- Your family will suffer.
- You will suffer.

**102. In the past, the Army has been called upon to deploy troops to certain regions of the world in response to urgent international situations. Did you personally deploy/relocate to any of the following locations during the time periods indicated?**

**MARK ALL THAT APPLY.**

- Vietnam (March 1962–January 1973)
- Grenada (October 1983–November 1983)
- Panama (December 1989–January 1990)
- Southwest Asia (August 1990–April 1991)
- Somalia (December 1992–March 1994)
- Macedonia (July 1993–present)
- Haiti (September 1994–present)
- Bosnia (December 1995–present)
- Does not apply; I have not been deployed to any of these.

## BACKGROUND INFORMATION

103. What is your current rank?

- 2LT
- 1LT
- CPT
- MAJ
- LTC
- COL

104. In what year were you born?

19 

			4	5	6	7	8	9	
0	1	2	3	4	5	6	7	8	9

105. When you were growing up, did you have a parent/guardian who was career active duty military?

- Yes
- No

106. Are you male or female?

- Male
- Female

107. How many dependent children do you have (for whom you provide over half of their support)?

- None
- 1
- 2
- 3 or more

108. How many of your dependent children are now living with you?

- Does not apply; I have no dependent children.
- None
- 1
- 2
- 3 or more

109. How old is your youngest dependent child?

- Does not apply; I have no dependent children.
- Under 2 years old
- 2-4
- 5-11
- 12-17
- 18 or over

110. Are you or your spouse currently expecting a child (i.e., next 9 months)?

- Yes
- No

111. Are you of Hispanic/Spanish origin or ancestry?

- No
- Yes, Mexican, Mexican American, Chicano
- Yes, Puerto Rican
- Yes, Cuban
- Yes, other Hispanic/Spanish

112. What is your racial background?

- American Indian, Eskimo or Aleut
- Asian or Pacific Islander
- Black
- White
- Other (Please list on page 19.)

113. What is the highest level of education you have completed?

- Some college
- Bachelor's degree
- Some graduate school credits
- Master's degree or equivalent
- Doctorate or professional degree, such as MD, DDS, or JD

114. What was/were your major field(s) of study?

Include completed undergraduate and graduate degrees. MARK ALL THAT APPLY.

- Does not apply; I did not receive a degree.
- Biological Sciences
- Business/Finance/Public Administration
- Computer Sciences/Statistics
- Engineering/Applied Sciences
- Humanities
- Law
- Medical/Dental
- Nursing
- Physical Sciences/Math
- Social Sciences/Education
- Other (Please list on page 19.)

115. How close/far is the fit between your college major(s) and your branch duties?

- Very close
- Close
- Borderline
- Far
- Very far

116. What is your current status?

- RA (Regular Army)
- OTRA (Other Than Regular Army)
- Other (Please list on page 19.)

**117. Which of the following best describes your current career intentions?**

- I plan to stay in the Army beyond 20 years.
- I plan to stay in the Army until retirement (e.g., 20 years or sooner).
- I plan to stay in the Army beyond my obligation, but am undecided about staying until retirement.
- I am undecided whether I will stay in the Army upon completion of my obligation.
- I will probably leave the Army upon completion of my obligation.
- I will definitely leave the Army upon completion of my obligation.

**118. To which major command, agency, or field operating agency are you assigned?**

- US Army Europe and Seventh Army (USAREUR)
- US Army Pacific (USARPAC)
- 8th US Army, Korea (EUSA)
- US Army South (USARSO)
- US Army Materiel Command (AMC)
- Military Traffic Management Command (MTMC)
- US Army Criminal Investigation Command (CIDC)
- US Army Forces Command (FORSCOM)
- US Army Training and Doctrine Command (TRADOC)
- US Army Medical Command (MEDCOM)
- US Army Information Systems Command (USAISC)
- US Army Military District of Washington (MDW)
- Secretary of Defense or Joint Activity (JCS, DIA, and Other Defense Agencies)
- US Army Intelligence and Security Command (INSCOM)
- US Military Academy (USMA)
- US Army Recruiting Command (USAREC)
- US Army Corps of Engineers (COE)
- US Army Special Operations Command (USASOC)
- US Army Space and Strategic Defense Command (SSDC)
- Army Staff or Field Operating Agencies
- Other (Please list on page 19.)

**119. Please print your Social Security Number in the boxes below; then fill in the circle with the matching number.**

0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9

[Note: Use of Social Security Numbers is authorized by Executive Order 9397. Only persons involved in collecting or preparing the information for analysis will have access to completed questionnaires. Only group statistics will be reported.]

**THANK YOU FOR YOUR TIME  
AND COOPERATION!**

## **ADDITIONAL COMMENTS**

If you would like to make any comments on the topics of this survey or any other Army topics of concern to you and your family members, please write them in the space below.

If applicable, please indicate the question number to which your comment is related.

PLEASE DO NOT WRITE IN THIS AREA



11397

1996 SOC - 20

## **APPENDIX B**

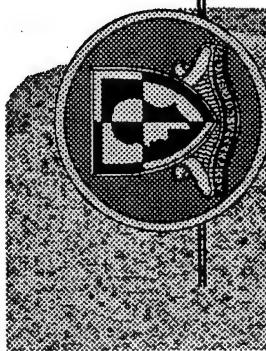
# ***BRIEFING CHARTS FOR OFFICER ATTITUDES BY COMMISSIONING SOURCE***

*From the 1996 Survey on Officer Careers*

# COMPARISON OF OFFICER ATTITUDES BY SOURCE OF COMMISSION

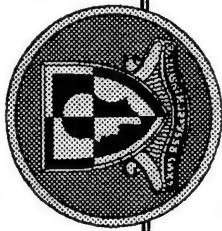
Prepared by:

U.S. Army Research Institute  
Army Personnel Survey Office  
5001 Eisenhower Avenue  
Alexandria, VA 22333-5600  
(703) 617-7801  
DSN 767-7801



## **BACKGROUND**

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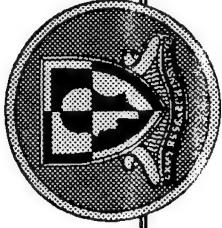


## **PURPOSE.....**

**Collect survey data on  
officer careers that  
addresses key issues and  
informs policy-makers**

## **BACKGROUND**

---



- **Project Athena (1976-1980)**  
Studied impact of women in USMA
- **Project Proteus (1980-1987)**  
Career development for 1980 class  
Focused on career commitment and  
pre-commissioning training
- **Longitudinal Research on Officer  
Careers (LROC) Survey**  
Conducted in 1988, 1989, 1990, and 1992

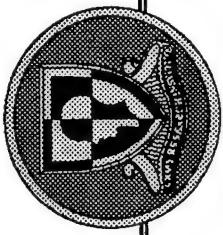
Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

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16 Feb 98

## **PRODUCTS**

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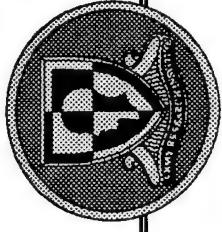
## **► BRIEFINGS OF RESULTS**

## **► TOPICAL REPORTS**

- Newsletter format**
- Minimal technical detail**
- Focus on policy issues**
- Responsive to stakeholders**

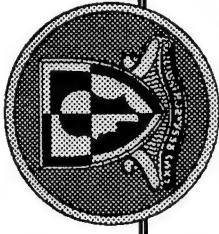
## PRODUCTS

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## Topical Reports Now Available

- ★ *Officer Attitudes by Commissioning Source*
- ★ *Career Expectations by Type of Branch Assignment*
- ★ *Analysis of Differences in Attitudes Toward the Army Among Racial and Gender Groups*
- ★ *Analysis of Officers Intentions to Remain with the Army*

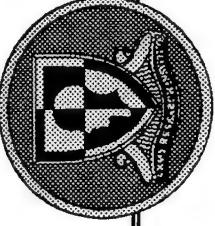


## PRODUCTS

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### Future Reports Will Include:

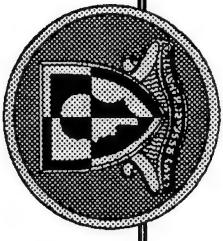
- ★ Relationships between Officers' Attitudes and Attrition Behaviors by Source of Commission
- ★ Analyses of the Effects of OPTempo and the Drawdown on Officers' Attitudes
- ★ Analysis of Factors Differentiating Officers Who Leave the Army
- ★ Officer Attitudes and Experiences by Race and Gender Over Time



## FOCUS OF SURVEY

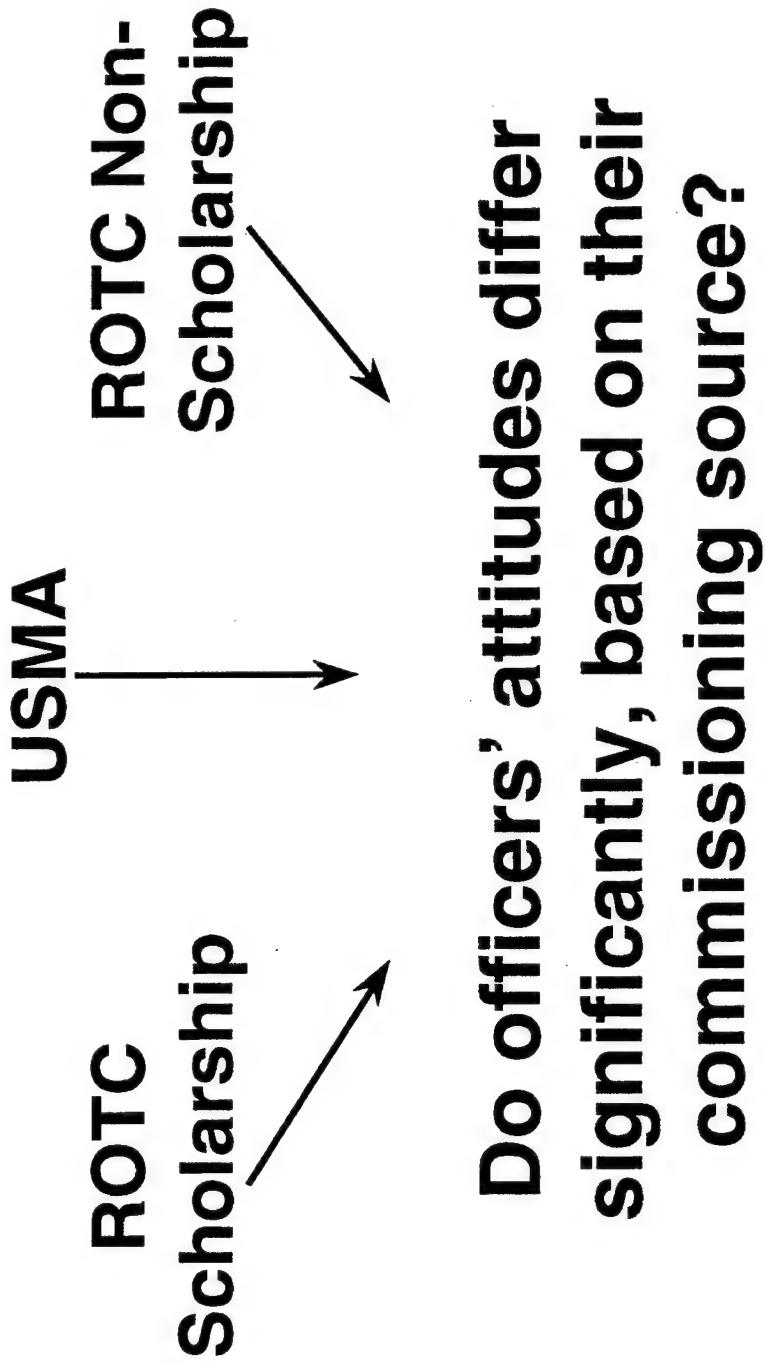
### 1996 SURVEY ON OFFICER CAREERS

- More than 10,000 officers responded
- Issues Addressed
  - Satisfaction--Peers, Supervisor, Work
  - Army vs. Civilian Life
  - Influences on Career Decisions
  - Retention Propensity
  - Self-Assessments
  - Current Events (e.g.. downsizing)



## FOCUS OF BRIEFING

# Commissioning Source



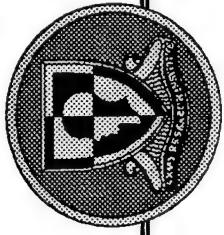
Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

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16 Feb 98

# **PRE-COMMISSIONING TRAINING**

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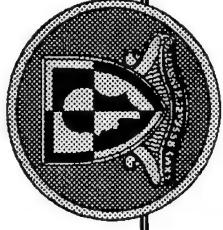


- ROTC Non-scholarship officers are least likely ...**
- USMA officers are most likely ...**
- to report that pre-commissioning training prepared them to handle selected aspects of their duties as an officer**

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on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

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# PRE-COMMISSIONING TRAINING

My pre-commissioning military training prepared me to :	ROTC Non-Scholarship	ROTC Scholarship	USMA
be an effective officer	SE = +/-2% 73%	SE = +/-2% 78%	SE = +/-2% 95%
conduct oral presentations and briefings	61%	69%	95%
master the requirements of my branch basic course	53%	58%	81%
write memos and short reports	45%	55%	89%

PERCENT OF OFFICERS WHO AGREE/STRONGLY AGREE

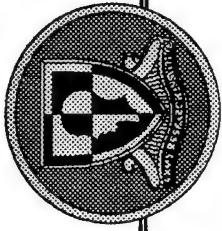
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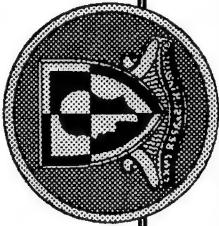
## SATISFACTION WITH BRANCH

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**USMA officers are most likely to ...**

- have received their branch of “first choice”
- indicate a close fit between expectations and branch duties
- be in and want to be in Combat Arms



## SATISFACTION WITH BRANCH

	ROTC Non-Scholarship	ROTC Scholarship	USMA
	SE = +/-2%	SE = +/-2%	SE = +/-2%
Is your current branch your first choice?	63%	66%	87%
Indicate your current branch (Combat Arms)	50%	50%	80%
Indicate the branch you would like to be in (Combat Arms)	55%	53%	78%
How close is the fit between your initial expectations versus the reality of your branch duties? (Very close/close)	69%	67%	73%

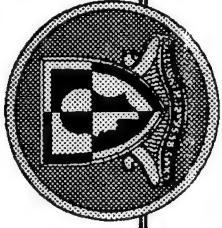
Data from the 1996 Survey  
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Army Personnel Survey Office  
U.S. Army Research Institute

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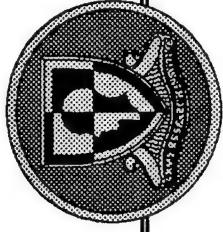
## JOB - CAREER - MORALE

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**ROTC officers are most likely to ...**

- be satisfied/very satisfied with their current jobs
- be satisfied/very satisfied with their career
- report a higher level of morale



## JOB - CAREER - MORALE

	ROTC Non-Scholarship	ROTC Scholarship	USMA
SE = +/-2%	SE = +/-2%	SE = +/-2%	SE = +/-2%
<b>Very satisfied/satisfied with job</b>	<b>79%</b>	<b>77%</b>	<b>72%</b>
<b>Very satisfied/satisfied with career prospects</b>	<b>65%</b>	<b>62%</b>	<b>56%</b>
<b>Very high/high current level of morale</b>	<b>54%</b>	<b>50%</b>	<b>45%</b>

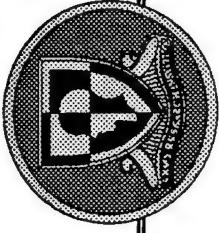
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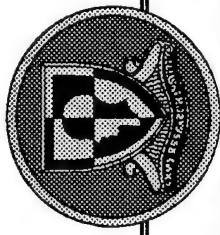
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16 Feb 98

## CAREER INTENTIONS

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- USMA officers are least likely ...
- ROTC Non-Scholarship officers are most likely ...
  - to report an intent to stay in the Army until until retirement both now and at various times over their careers



## CAREER INTENTIONS

	ROTC Non-Scholarship	ROTC Scholarship	USMA
<b>Planning/leaning towards an Army career when commissioned</b>	SE = +/-2% 74%	SE = +/-2% 68%	SE = +/-2% 63%
<b>Planning/leaning towards an Army career after first staff assignment</b>	71%	60%	54%
<b>Planning/leaning towards an Army career at the end of the Advanced Course</b>	82%	75%	72%
<b>Currently planning to stay until retirement or beyond</b>	75%	62%	54%

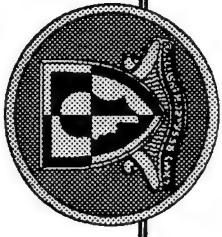
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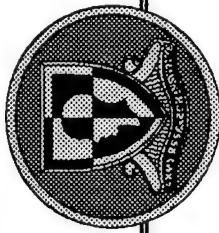
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## CIVILIAN VS MILITARY LIFE

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- **USMA officers are most likely ...**
- **ROTC Non-Scholarship officers are least likely ...**
- to rate aspects of civilian life more highly than military life, and to believe transition to civilian life would be easy/very easy**



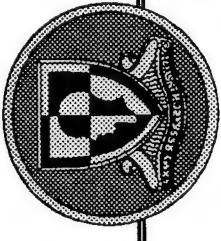
## CIVILIAN VS MILITARY LIFE

	ROTC Non-Scholarship	ROTC Scholarship	USMA
SE = +/-2%	SE = +/-2%	SE = +/-2%	SE = +/-2%
<b>Much better/somewhat better in civilian life</b>			
Total family income	65%	71%	86%
Pay	63%	70%	87%
Overall standard of living	54%	60%	73%
Spouse's overall satisfaction	65%	58%	54%
Overall quality of life	54%	58%	67%
Opportunities to advance in your chosen field	36%	41%	52%
<b>Very easy/easy to do the following:</b>			
Find a new job	44%	53%	68%
Leave Army in the next year	27%	37%	51%

Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

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16 Feb 98



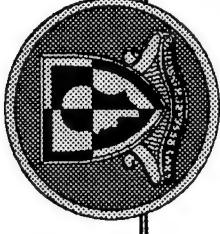
## SUMMARY

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### **THERE ARE ATTITUDINAL DIFFERENCES AMONG OFFICERS BASED ON COMMISSIONING SOURCE**

**USMA officers are most likely to report ...**

- pre-commissioning training is effective
- they are satisfied with their branch
- things would be better in civilian life
- transition to civilian life would be easy/very easy



## SUMMARY

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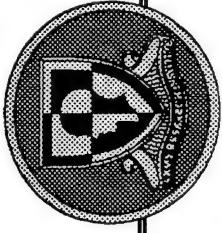
**THERE ARE ATTITUDINAL DIFFERENCES AMONG  
OFFICERS BASED ON COMMISSIONING SOURCE**

**ROTC officers are more likely to report ...**

- satisfaction with their jobs
- satisfaction with their careers
- high or very high level of morale
- they intend to stay to retirement

## FUTURE DIRECTION

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**Are the findings from the 1996 SOC different from previous surveys?**

**Is there a difference in the actual rate of attrition by commissioning source?**

**Has downsizing had a differential impact?**

## **APPENDIX C**

### **BRIEFING CHARTS FOR DIFFERENCES IN ATTITUDES TOWARD THE ARMY AMONG RACIAL AND GENDER GROUPS**

*From the 1996 Survey on Officer Careers*

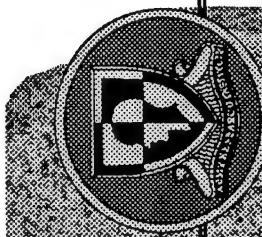
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# COMPARISON OF OFFICER ATTITUDES BY RACIAL AND GENDER GROUPS

Prepared by:

U.S. Army Research Institute  
Army Personnel Survey Office  
5001 Eisenhower Avenue  
Alexandria, VA 22333-5600

(703) 617-7801  
DSN 767-7801



## **BACKGROUND**

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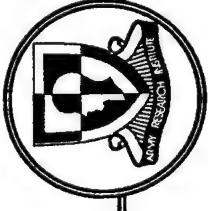


## **PURPOSE.....**

**Collect survey data on  
officer careers that  
addresses key issues and  
informs policy-makers**

## **BACKGROUND**

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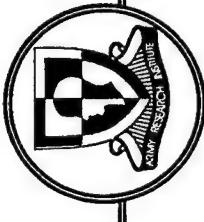
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Studied impact of women in USMA
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Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

# **PRODUCTS**

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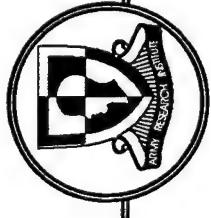
## **► BRIEFINGS OF RESULTS**

## **► TOPICAL REPORTS**

- Newsletter format
- Minimal technical detail
- Focus on policy issues
- Responsive to stakeholders

# PRODUCTS

---



## Topical Reports Now Available

- ★ *Officer Attitudes by Commissioning Source*
- ★ *Career Expectations by Type of Branch Assignment*
- ★ *Analysis of Differences in Attitudes Toward the Army Among Racial and Gender Groups*
- ★ *Analysis of Officers Intentions to Remain with the Army*

Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

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# PRODUCTS

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## Future Reports Will Include:

- ★ Relationships between Officers' Attitudes and Attrition Behaviors by Source of Commission
- ★ Analyses of the Effects of OPTempo and the Drawdown on Officers' Attitudes
- ★ Analysis of Factors Differentiating Officers Who Leave the Army
- ★ Officer Attitudes and Experiences by Race and Gender Over Time

# **FOCUS OF SURVEY**

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## **1996 SURVEY ON OFFICER CAREERS**

---

- **More than 10,000 officers responded**
- **Issues Addressed**
  - Satisfaction--Peers, Supervisor, Work
  - Army vs. Civilian Life
  - Influences on Career Decisions
  - Retention Propensity
  - Self-Assessments
  - Current Events (e.g. downsizing)

Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
U.S. Army Research Institute

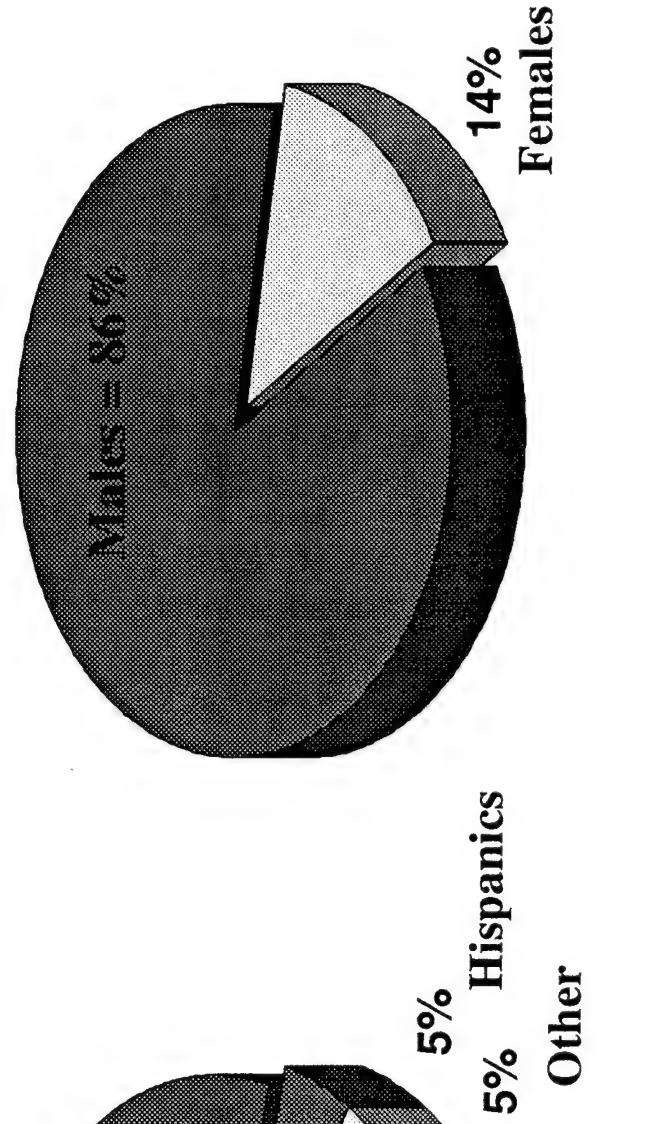
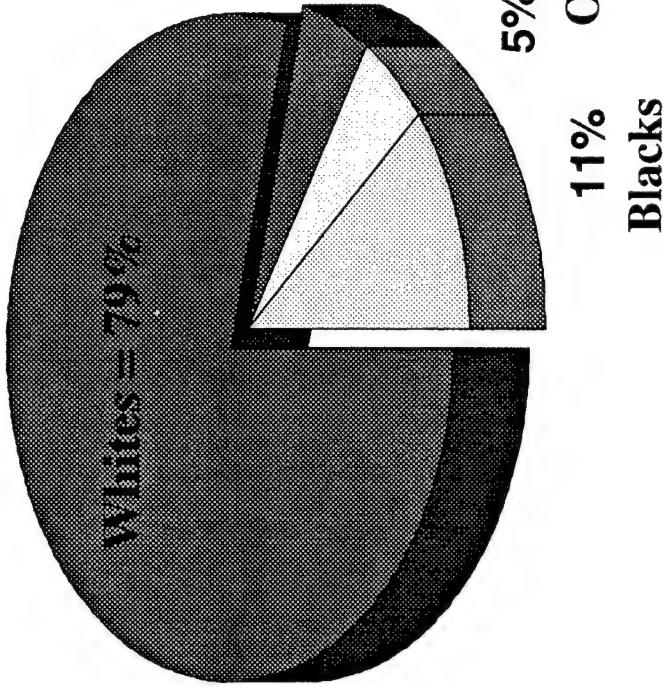
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# FOCUS OF BRIEFING

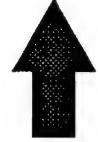
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## Racial and Gender Groups



Are there differences in the attitudes  
of officers, based on racial/ethnic  
background or gender?

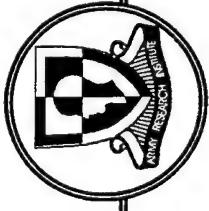


Data from the 1996 Survey  
on Officer Careers (SOC)

Army Personnel Survey Office  
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# ORGANIZATIONAL COMMITMENT

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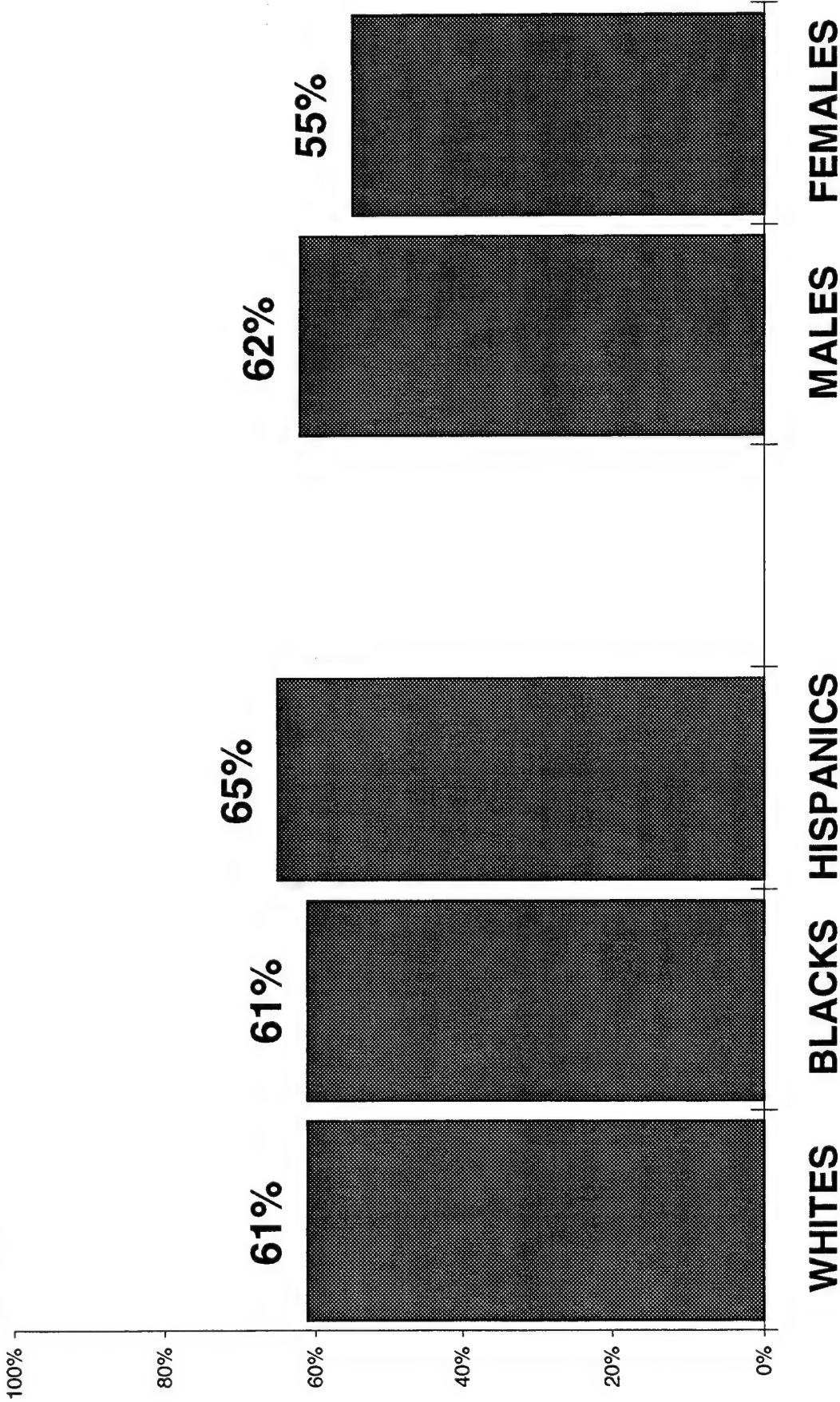
**3 OUT OF 5 OFFICERS  
(REGARDLESS OF RACE)  
REPORT BEING HIGHLY  
COMMITTED TO THE ARMY**



**MALE OFFICERS ARE  
SIGNIFICANTLY MORE LIKELY  
THAN FEMALES TO REPORT  
BEING HIGHLY COMMITTED**



# ORGANIZATIONAL COMMITMENT



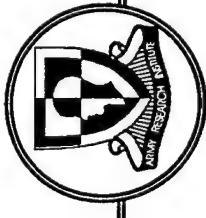
Data from the 1996 Survey  
on Officer Careers (SOC)

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## CAREER INTENT

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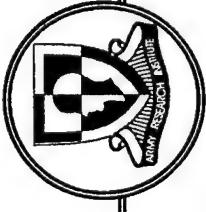
**BLACK OFFICERS AND MALE  
OFFICERS ARE MOST LIKELY TO  
REPORT THEY WILL STAY UNTIL  
RETIREMENT**

Data from the 1996 Survey  
on Officer Careers (SOC)

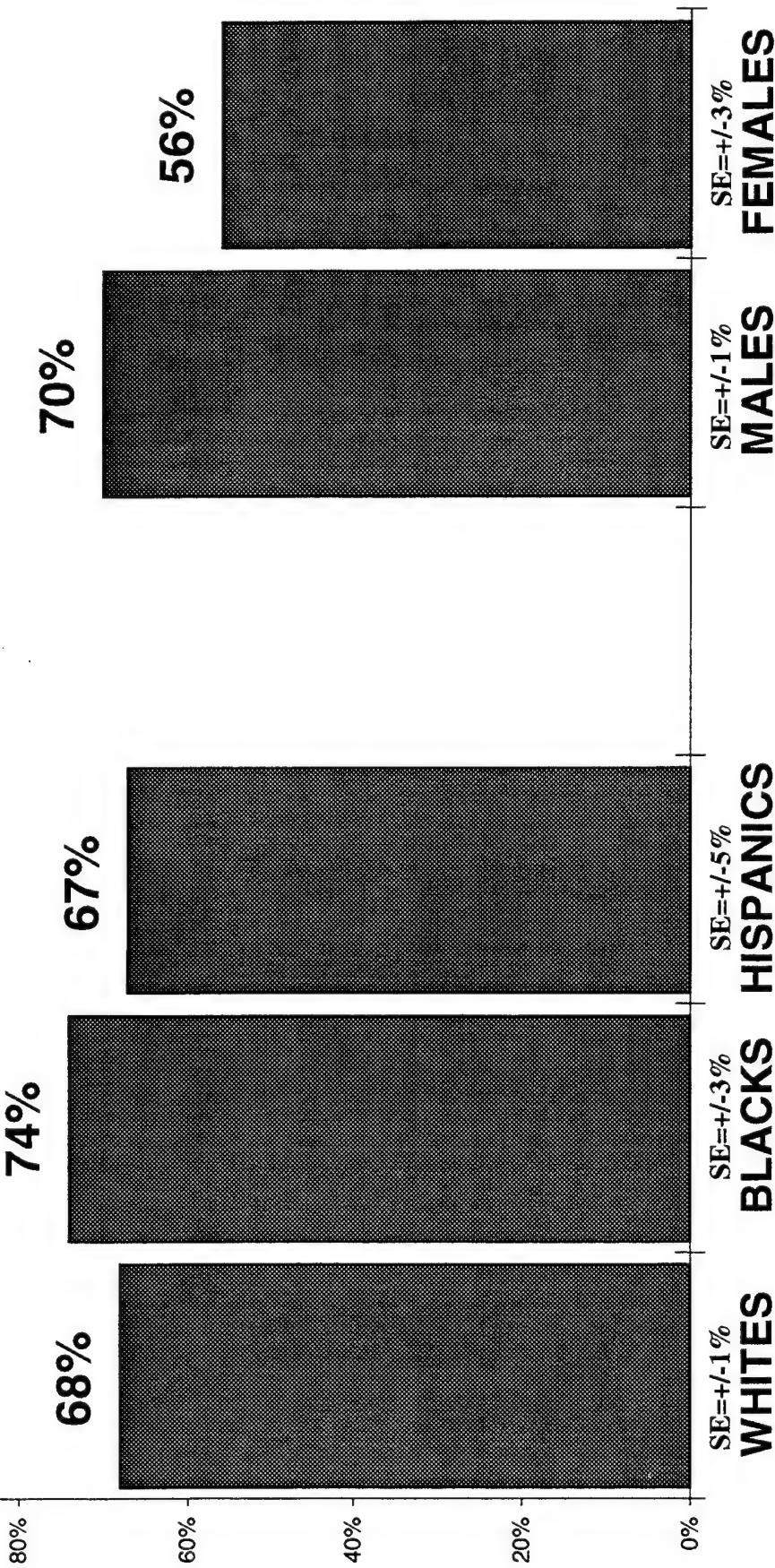
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# CAREER INTENT



## Percent reporting they will stay until retirement or beyond



Data from the 1996 Survey  
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# **SATISFACTION WITH ARMY LIFE**

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## **BLACK OFFICERS ARE ...**

### **MOST LIKELY TO BE SATISFIED WITH**

- THE WORK ITSELF (76%)
- FAMILY ISSUES (58%)
- PROMOTIONS (47%)
- PAY (46%)



## SATISFACTION WITH ARMY LIFE

---

WHITE OFFICERS ARE ...

**MOST LIKELY TO BE SATISFIED WITH  
--COWORKERS (70%)**

**AND LEAST LIKELY TO BE SATISFIED  
WITH  
--PAY (31%)**



## SATISFACTION WITH ARMY LIFE

---

**MALE OFFICERS ARE MORE  
LIKELY TO BE SATISFIED WITH**

**--FAMILY ISSUES**

**(41%)**

**FEMALE OFFICERS ARE MORE  
LIKELY TO BE SATISFIED WITH**

**--PAY**

**(44%)**



# SATISFACTION WITH ARMY LIFE

	<b>Whites</b>	<b>Blacks</b>	<b>Hispanics</b>	<b>Males</b>	<b>Females</b>
Satisfaction with . . .	±1% 70%	±3% 64%	±5% 62%	±1% 69%	±3% 67%
<b>COWORKERS</b>	<b>68%</b>	<b>76%</b>	<b>67%</b>	<b>69%</b>	<b>66%</b>
<b>WORK ITSELF</b>	<b>64%</b>	<b>70%</b>	<b>60%</b>	<b>64%</b>	<b>60%</b>
<b>SUPERVISORS</b>	<b>39%</b>	<b>47%</b>	<b>39%</b>	<b>40%</b>	<b>38%</b>
PROMOTIONS	±2% 38%	±4% 58%	±6% 43%	±2% 41%	±4% 35%
<b>FAMILY ISSUES</b>	<b>31%</b>	<b>46%</b>	<b>40%</b>	<b>33%</b>	<b>44%</b>
PAY					

Red indicates a significant difference from one other group (both are in red) or both other groups

# **EXPECTATIONS AND REALITY**

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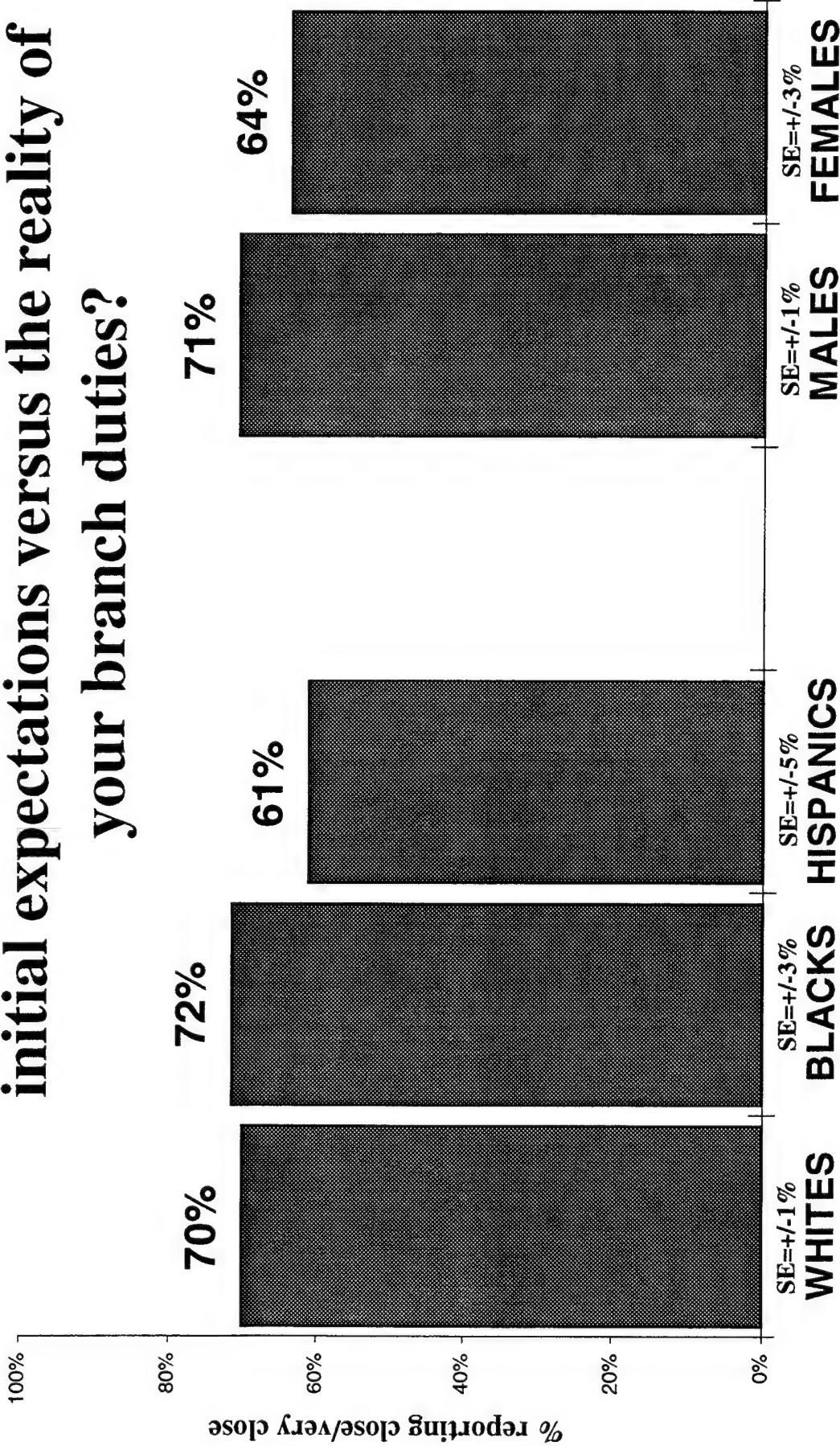
**HISPANIC OFFICERS AND FEMALE  
OFFICERS ARE LEAST LIKELY TO  
REPORT A CLOSE/VERY CLOSE FIT  
BETWEEN INITIAL EXPECTATIONS  
AND ACTUAL BRANCH DUTIES**



## EXPECTATIONS AND REALITY

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How close/far is the fit between your initial expectations versus the reality of your branch duties?



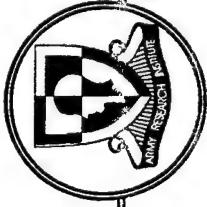
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# **COMMAND OPPORTUNITIES**

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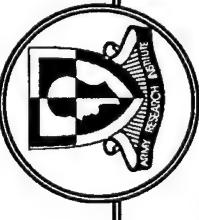


**WITH THE EXCEPTION OF HISPANIC  
OFFICERS, OVER 7 OUT OF 10 OFFICERS  
RATE COMMAND OPPORTUNITIES AS  
GOOD/VERY GOOD/EXCELLENT**



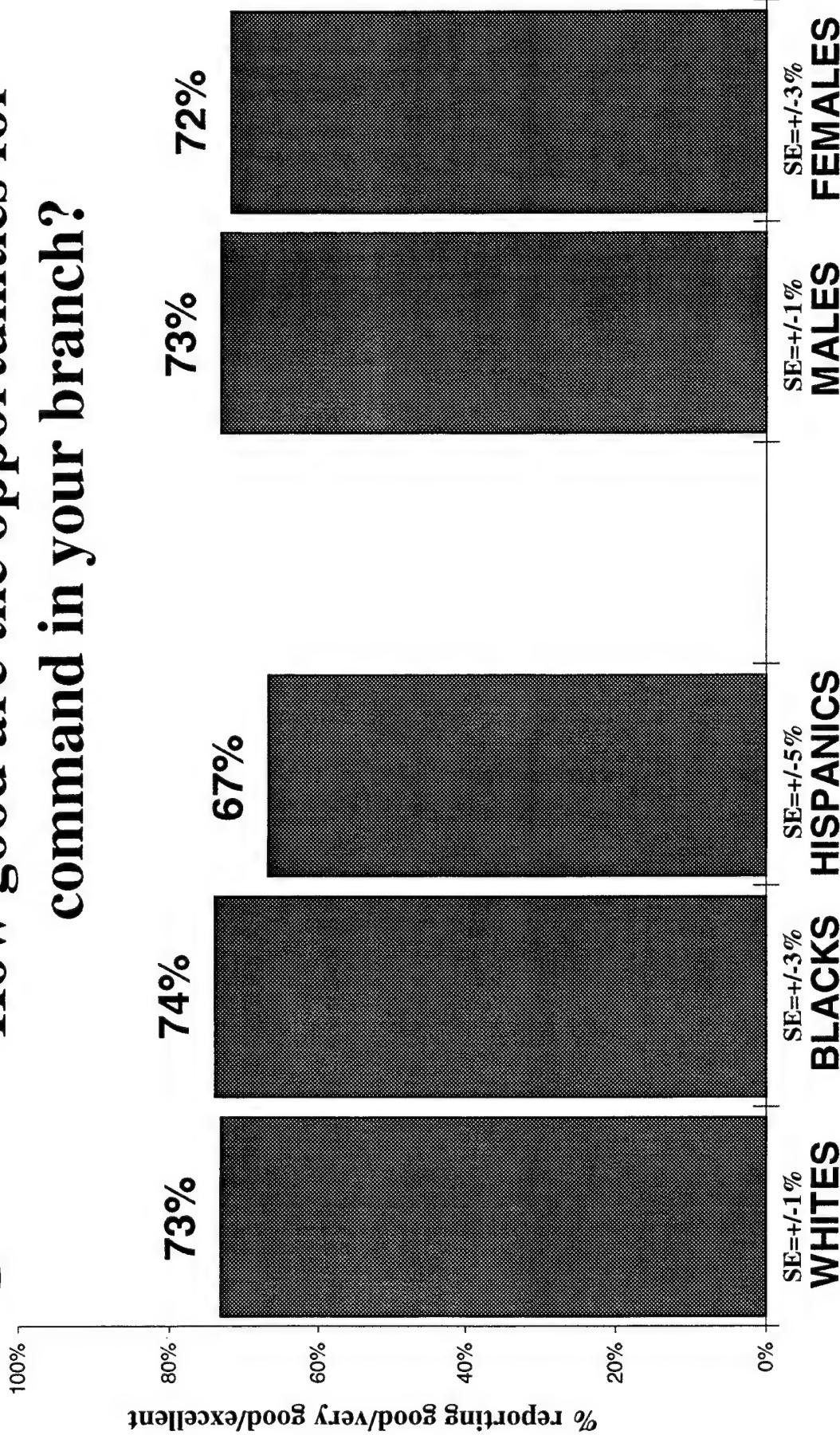
**THE MAJORITY OF ALL OFFICERS  
(REGARDLESS OF RACE/GENDER)  
BELIEVE ADVANCEMENT OPPORTUNITIES  
ARE GOOD/VERY GOOD/EXCELLENT**





# COMMAND OPPORTUNITIES

How good are the opportunities for command in your branch?



Data from the 1996 Survey  
on Officer Careers (SOC)

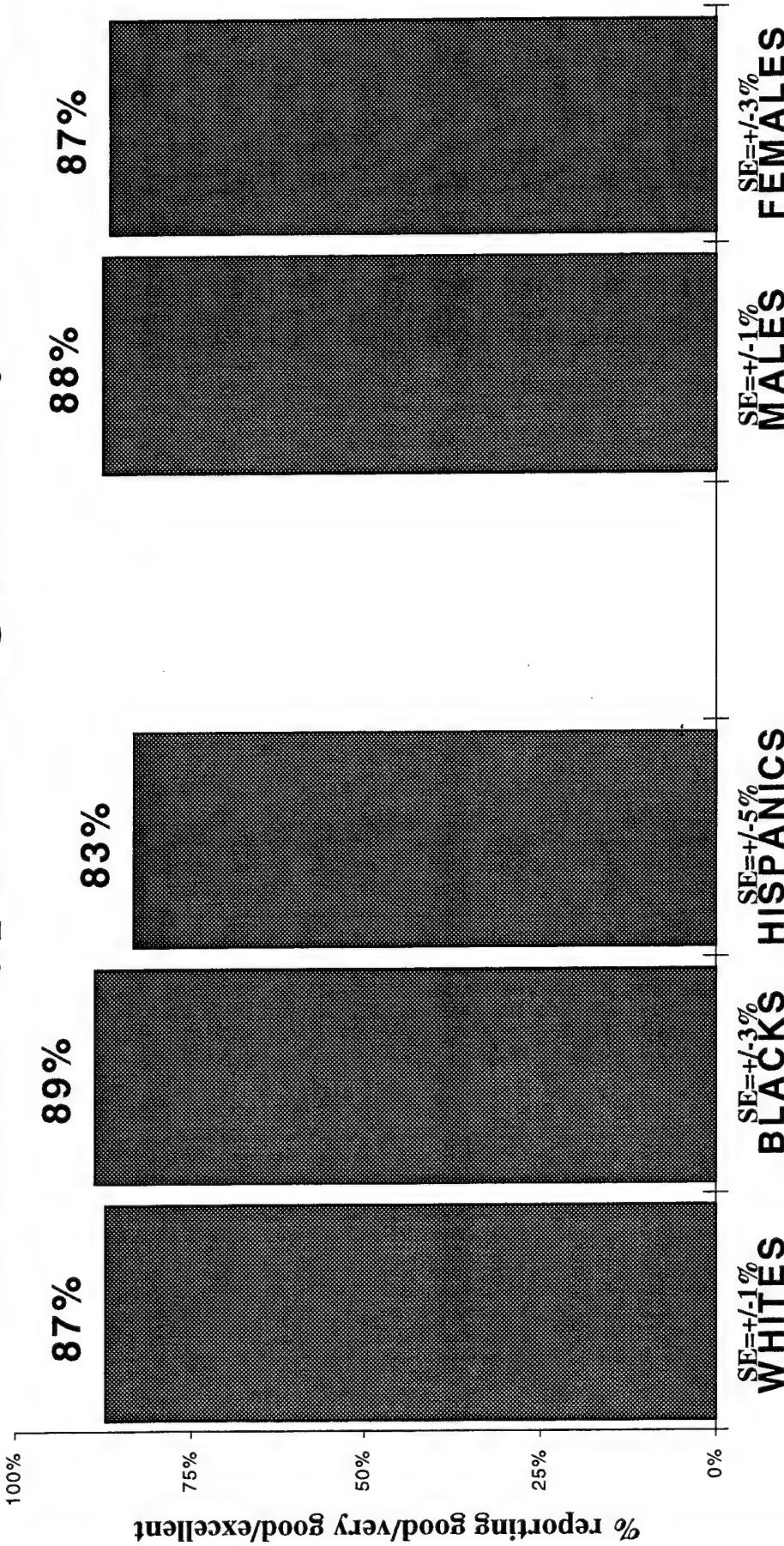
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# ADVANCEMENT OPPORTUNITIES



How good are the opportunities for advancement in your branch for someone who has had the types of assignments you have had?



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## COMMAND OPPORTUNITIES

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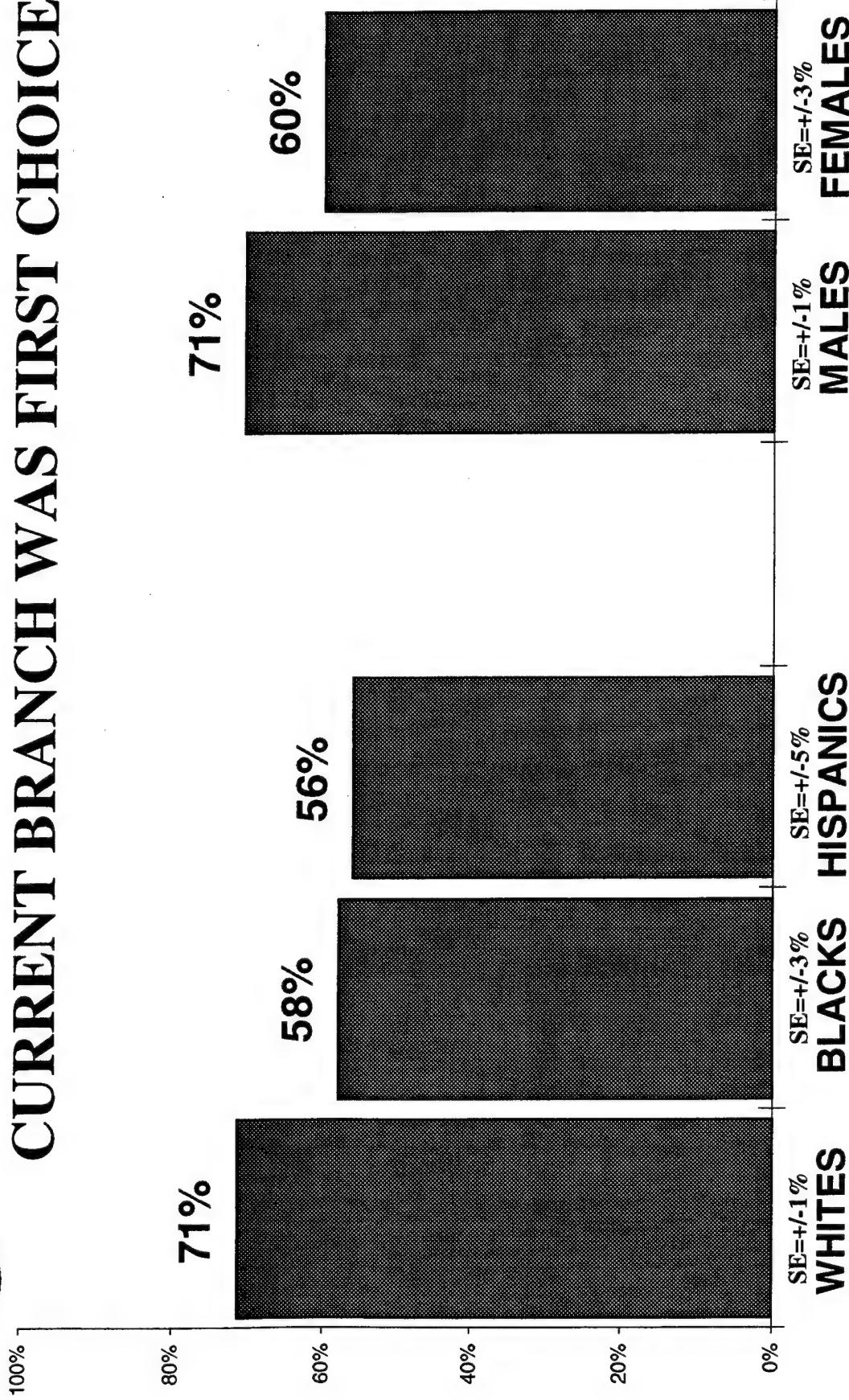


**WHITE OFFICERS AND MALE  
OFFICERS ARE MOST LIKELY TO  
REPORT THEIR CURRENT BRANCH  
WAS THEIR FIRST CHOICE.**



## EXPECTATIONS AND REALITY

### CURRENT BRANCH WAS FIRST CHOICE



Data from the 1996 Survey  
on Officer Careers (SOC)

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## **SUMMARY**

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**THE MAJORITY OF ALL OFFICERS  
(REGARDLESS OF RACE OR GENDER)**

**--ARE SATISFIED WITH SUPERVISORS**

**--BELIEVE ADVANCEMENT OPPORTUNITIES  
IN THEIR BRANCH ARE GOOD/VERY  
GOOD/EXCELLENT**

# SUMMARY

---



**BLACK OFFICERS ARE MOST  
LIKELY TO . . .**

**--BE SATISFIED WITH. . .**

**THEIR WORK**

**FAMILY ISSUES**

**PROMOTIONS**

**PAY**

**--STAY UNTIL RETIREMENT**



## **SUMMARY**

---

**WHITE OFFICERS ARE MOST  
LIKELY TO . . .**

**--BE SATISFIED WITH CO-WORKERS**

**--BE IN THEIR BRANCH OF "FIRST CHOICE"**



## SUMMARY

**HISPANIC OFFICERS ARE LEAST  
LIKELY TO . . .**

- BELIEVE COMMAND OPPORTUNITIES  
IN THEIR BRANCH ARE GOOD/VERY  
GOOD/EXCELLENT**
- REPORT A CLOSE/VERY CLOSE FIT  
BETWEEN THEIR EXPECTATIONS  
AND ACTUAL BRANCH DUTIES**



## SUMMARY

---

**MALE OFFICERS ARE MORE LIKELY  
THAN FEMALE OFFICERS TO. . .**

- BE IN THEIR BRANCH OF FIRST CHOICE**
- REPORT A CLOSE/VERY CLOSE FIT  
BETWEEN EXPECTATIONS AND  
ACTUAL BRANCH DUTIES**
- BE SATISFIED WITH FAMILY ISSUES**
- BE COMMITTED TO THE ARMY**
- STAY UNTIL RETIREMENT**

# **SUMMARY**

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**FEMALE OFFICERS ARE MORE  
LIKELY THAN MALE OFFICERS TO**

**--BE SATISFIED WITH PAY**